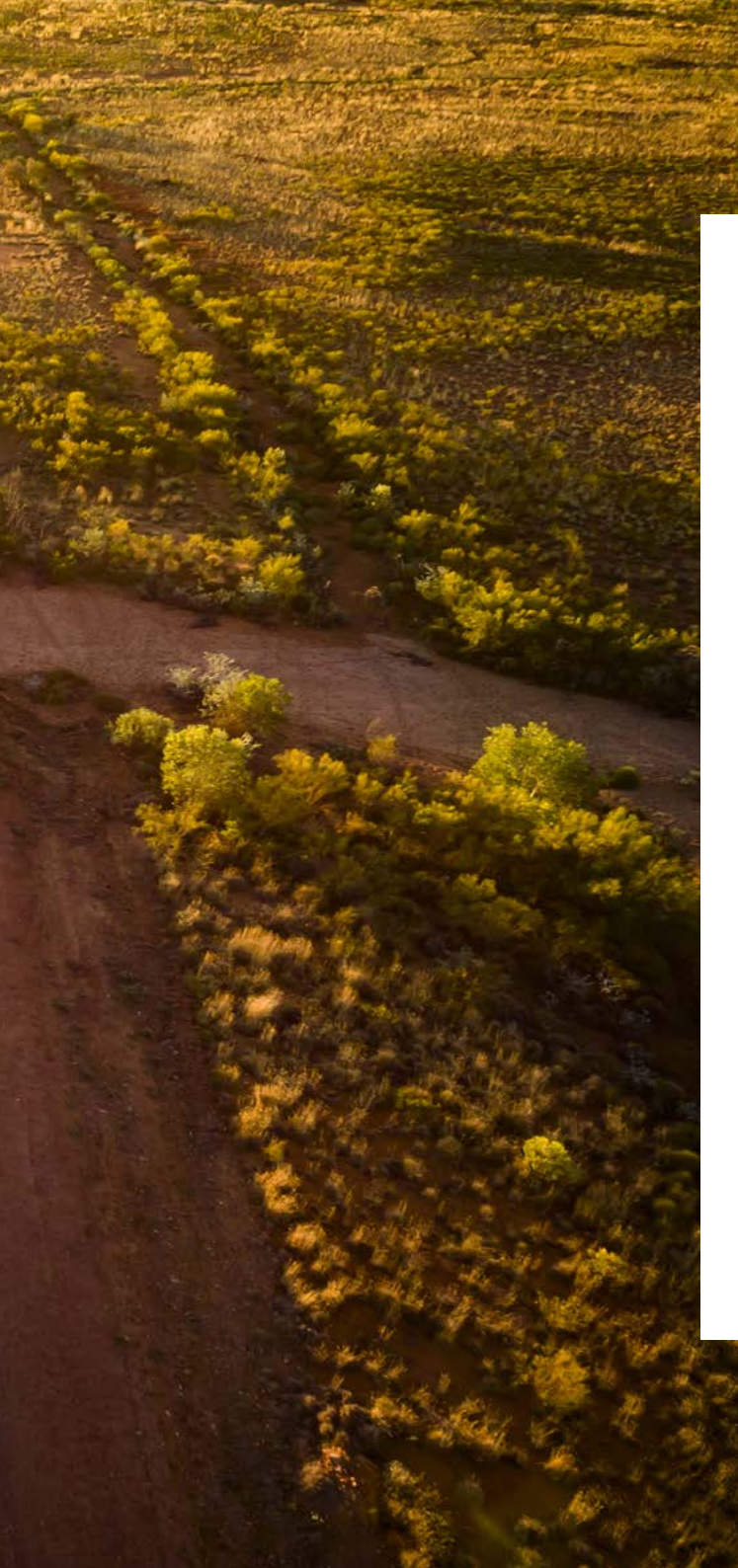




STATE INFRASTRUCTURE STRATEGY - FOUNDATIONS FOR A STRONGER TOMORROW WA GOVERNMENT RESPONSE



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A nighttime photograph of a city skyline reflected in water. Several tall skyscrapers are visible, with their windows glowing with warm yellow light. The sky is a deep blue. In the foreground, there's a body of water with a dock and some modern architectural structures. The word "INTRODUCTION" is overlaid in large white letters.

INTRODUCTION

Overview

Infrastructure Western Australia (IWA) is Western Australia's (WA's) independent infrastructure advisory body, established in 2019 to provide advice and assistance to the WA Government on infrastructure matters. IWA's first major task was to develop WA's inaugural State Infrastructure Strategy (SIS), a rolling five year strategic plan for infrastructure provision in WA.

Following extensive analysis, consideration, and stakeholder consultation by IWA, the *State Infrastructure Strategy - Foundations for Tomorrow* was published on 3 August 2022. It makes 93 recommendations across seven cross-cutting themes and nine sectors.

The Infrastructure Western Australia Act 2019 (the Act) requires a formal Government response to be tabled in the Western Australian Parliament and published within six months. The response must include an indication of the extent to which each recommendation in the strategy is supported by the WA Government, and reasons why any recommendations are not fully supported.

This document – the Whole-of-Government Response to the SIS (the Response) – provides the WA Government's comprehensive response to the inaugural SIS.

Presenting the Whole of Government Response

The Department of the Premier and Cabinet (DPC) has prepared the Response, in consultation with the lead agencies and Government Trading Enterprises (GTEs) identified in the SIS recommendations.

The Response outlines the WA Government's level of support for each recommendation as required under the Act. Each section, aligned to the sectors and cross-cutting themes of the SIS, summarises key findings from the SIS, outlines existing WA Government actions and commitments, and summarises the level of support for each recommendation.

A detailed appendix further explains the level of support and corresponding actions for all recommendations, exceeding the requirements of the Act. This will provide clarity to lead agencies, IWA, and the wider community on levels of support for each recommendation and the approach to implementation.

Where different elements of a recommendation have different degrees of support, the Response distinguishes between these. In some cases, the Response realigns the timing of recommendations to better reflect actions or commitments that are already underway. A single lead agency is identified for the majority of actions, which will assist implementation.

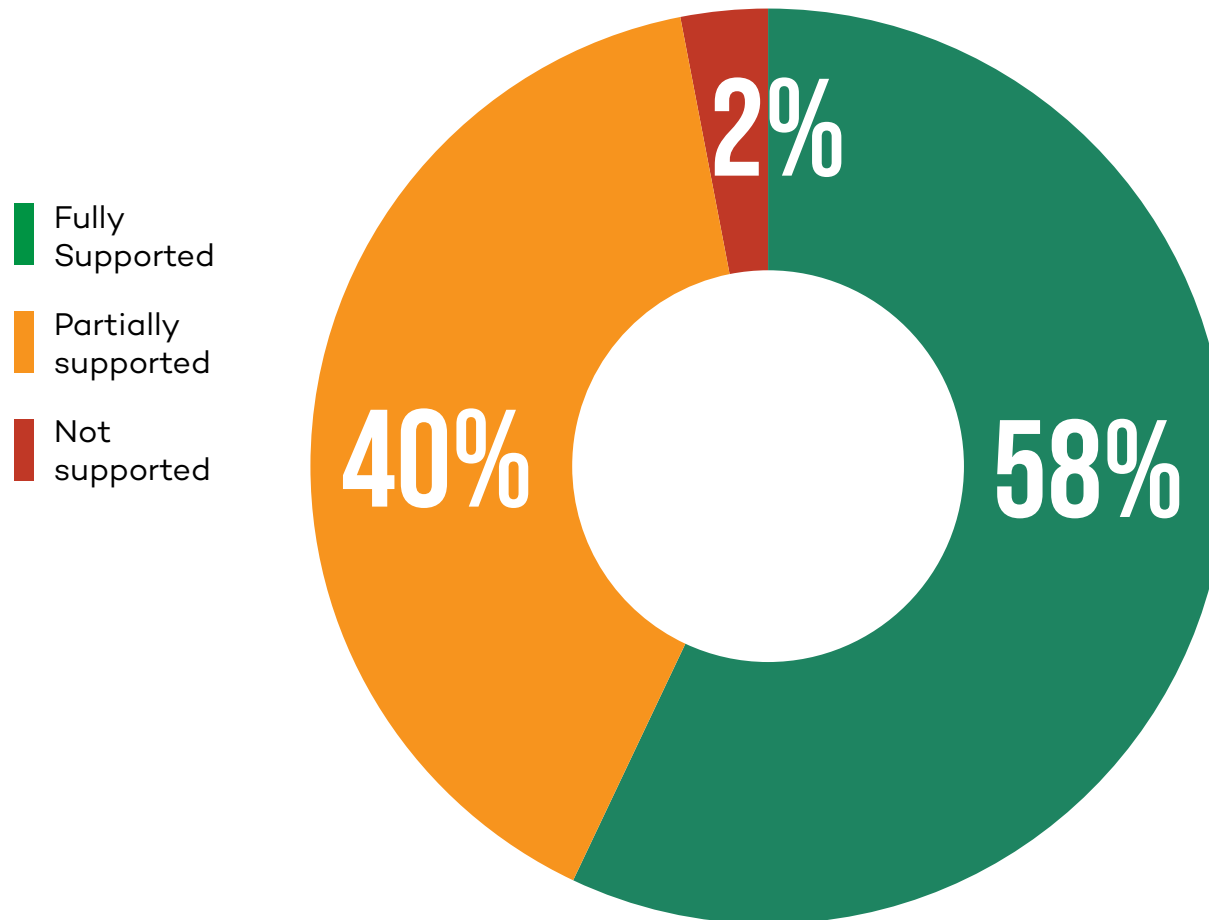
In line with the requirements of the Act, the Response outlines a level of support against each recommendation and, where relevant, sub-recommendations. The levels of support are:

- » **Fully supported:** Government supports the intent and direction of the recommendation, with minimal difference in terms of implementation approach.
- » **Partially supported:** Government supports the intent of the recommendation, with some differences in terms of the implementation approach.
- » **Not supported:** Government does not support the direction of the recommendation.

Overall, the Response details 143 actions addressing the 93 recommendations in the SIS.

Summary of WA Government Support

An overview of the levels of Government support for the recommendations is below:



Implementation of the Response

The Act requires IWA to annually report on the WA Government's progress in implementing the SIS recommendations, taking into account the current Government response and the State Infrastructure Programme (the first of which will be published in August 2023).

DPC will liaise with IWA in the first half of 2023 to confirm the WA Government's approach to implementation of the response and how this will inform and support IWA's annual SIS implementation report.

A person wearing a blue and yellow plaid shirt is holding a white tablet computer. They are standing in a field of tall, golden-brown grass. In the background, there are trees and a bright, hazy sky, suggesting a sunset or sunrise. The overall mood is serene and connected to nature.

1 DIGITAL CONNECTIVITY + TECHNOLOGY

SIS Sector: Digital Connectivity and Technology

The SIS identifies the transformational impact technology and technological change has had – and will continue to have – on the way we live and work. Digital connectivity and technology is designated as a cross-cutting theme given its broad application to infrastructure and service delivery. The SIS defines “digital” as the “application of technology to physical infrastructure in a way which facilitates the connection of people and assets to the internet”. Digital connectivity and technology is a central facilitating force in a State as geographically vast and isolated as WA.

State Infrastructure Strategy Recommendations

The SIS makes five recommendations relating to Digital Connectivity and Technology:

Recommendation 1

Elevate WA’s focus on accelerating digital transformation and the priority given to underlying connectivity infrastructure.

Recommendation 2

Improve infrastructure efficiency and performance and enhance service delivery through application of a digital-first approach to all stages of the infrastructure lifecycle.

Recommendation 3

Manage critical risks and support digital transformation by improving cybersecurity practices for state-owned and regulated infrastructure owners and operators.

Recommendation 4

Ensure optimal operation and security of infrastructure by developing digital capabilities within state agencies and government trading enterprises.

Recommendation 5

Advance economic, environmental and social outcomes by undertaking an assessment of WA’s science and research infrastructure needs.

What the WA Government is doing

The WA Government recognises the critical importance of digital connectivity and technology as an enabler of the State's growth, development and diversification. Through the Office of Digital Government, the WA Government is advancing a series of reforms designed to improve the capacity of the public sector to interface with and respond to the opportunities and challenges posed by the digital world. In the short term, this is driven by the Digital Strategy for the Western Australian Government 2021-2025; this is supported by the first Digital Strategy Roadmap, which identifies 22 initiatives across 12 agencies to progress the Digital Strategy.

Improving the provision of fast, reliable internet connectivity in regional WA is a longstanding challenge given the vast geography of the State. The WA Regional Digital Connectivity Program, administered by the Department of Primary Industries and Regional Development (DPIRD), provides leveraged co-investment with the Commonwealth Government and industry to help bridge the gap between service quality in regional and remote WA and more densely populated areas. The additional \$48.6 million committed to this program in the 2022-23 State Budget reinforces the WA Government's efforts to improve digital connectivity.

The Office of Digital Government administers the Digital Capability Fund (DCF), a \$900 million fund available to all public sector agencies to upgrade legacy ICT systems on a competitive basis, against the objectives of the Digital Strategy.

Maintaining strong cybersecurity systems, processes and practices is a priority of all public sector agencies. Led by the Cyber Security Unit at DPC, all WA Government agencies and GTEs are required to comply with the WA Government's Cyber Security Policy. Regular investment in systems, capabilities and defences is a key pillar

of this policy, including \$25.5 million embedded in the DCF to expand cyber security services.

The WA Government's digital connectivity and technology agenda includes an extensive forward program of policy and legislation development, including:

- » Finalisation of privacy and responsible information sharing legislation, and subsequent development of WA Government data management and sharing policies that complement the enacted legislative framework.
- » Investigation into the development of a comprehensive, whole-of Government spatial information sharing platform, with potential to extend the existing work of Landgate in its management of the State Land Information Platform ('SLIP') into new forms of data capture, sharing and analysis.

- » Providing further support and funding to agencies under the DCF.

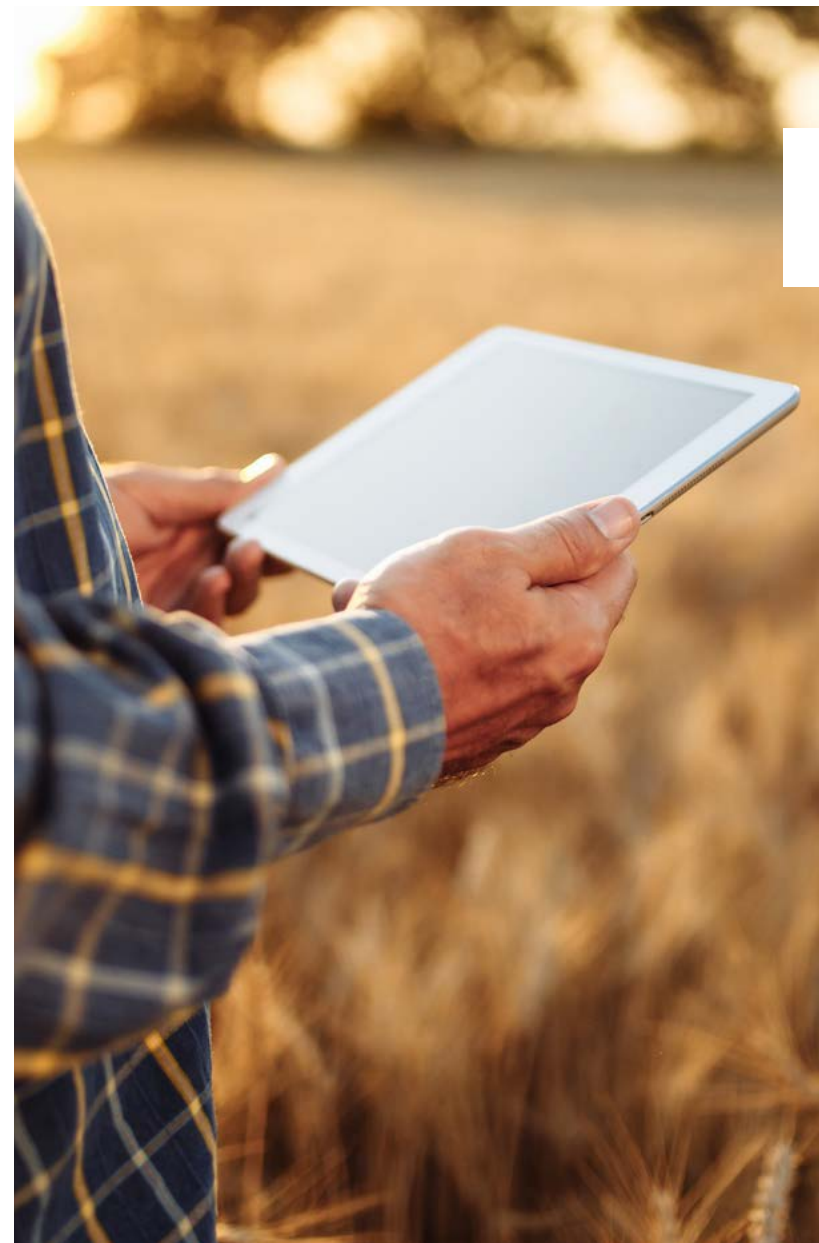
IWA, with the Office of Digital Government and Department of Treasury, will investigate opportunities to introduce digital first approaches that can improve efficiency and performance throughout the infrastructure lifecycle.

The Department of Jobs, Tourism, Science and Innovation (DJTSI) is the State's lead agency for applied sciences and research industries, and will investigate whether there is any need for targeted investment in digital connectivity to assist in industry development.

Digital connectivity and technology – WA Government Response

For further details, including information on WA Government commitments and actions to address the Digital Connectivity and Technology recommendations, see pages 1-4 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
1	Elevate WA's focus on accelerating digital transformation and the priority given to underlying connectivity infrastructure.	Fully supported
2	Apply a digital-first approach to all stages of the infrastructure lifecycle.	Fully supported
3	Improve cybersecurity practices for state-owned and regulated infrastructure owners and operators.	Fully supported
4	Develop digital capabilities within state agencies and Government Trading Enterprises.	Fully supported
5	Advance economic, environmental and social outcomes by undertaking an assessment of WA's science and research infrastructure needs.	Fully supported



2

**ABORIGINAL
CULTURAL
HERITAGE,
WELLBEING +
ENTERPRISE**



SIS Sector: Aboriginal cultural heritage, wellbeing and enterprise

The SIS recognises that improving the social and economic outcomes of Aboriginal people is a key focus for the WA Government. It notes that the Aboriginal Empowerment Strategy provides a framework to drive government policies, plans, initiatives and programs that affect Aboriginal people, including the State's approach to meeting its commitments under the Closing the Gap national agreement. The SIS also notes the significant progress that the WA Government has made in the way that infrastructure is planned, designed, delivered, and maintained to benefit the State's Aboriginal people. It identifies the need to build on this momentum to create further change toward processes that empower Aboriginal people and communities to actively identify solutions.

The SIS identifies three themes for the delivery of infrastructure to Aboriginal people that will require a co-ordinated approach across multiple government agencies. The themes centre on:

- » the need for Aboriginal engagement and co-design of infrastructure;
- » creating government-led opportunities to increase Aboriginal employment and procurement and support the establishment, growth and sustainability of Aboriginal businesses; and
- » the improvement of infrastructure in remote Aboriginal communities as a way of improving wellbeing and social and economic participation.

State Infrastructure Strategy Recommendations

The SIS makes four recommendations related to Aboriginal cultural heritage, wellbeing and enterprise.

Recommendation 6

Embed and support early, inclusive, genuine and culturally appropriate engagement with Traditional Owners and Custodians addressing all stages of the infrastructure lifecycle.

Recommendation 7

Ensure infrastructure investment delivers tangible benefits to Aboriginal businesses and people by strengthening application of the WA Government's Aboriginal Procurement Policy.

Recommendation 8

Progressively build capacity and capability of Aboriginal businesses by developing and implementing complementary and proactive measures that are Aboriginal-led where possible.

Recommendation 9

Support improved environmental health, social and economic outcomes in remote Aboriginal communities and town-based reserves by improving the quality and resilience of infrastructure and services, ensuring they are safe, reliable, equitable and fit for purpose.

What the WA Government is doing

The WA Government supports an approach of continual improvement with respect to the provision of infrastructure and services to Aboriginal people in WA. The need to empower Aboriginal people, families and communities is recognised and reflected in the Aboriginal Empowerment Strategy. WA's Closing the Gap Jurisdictional Implementation Plan is the first implementation plan developed under the Aboriginal Empowerment Strategy and further plans will be developed over its life.

The Aboriginal Procurement Policy implemented in 2018 has undergone subsequent updates, most recently in November 2021, to achieve a higher number of government contracts awarded to registered Aboriginal businesses and requires that suppliers on certain government contracts must

comply with targets. The approach is designed to support all of the State's Aboriginal businesses and further changes to the Policy are not anticipated at this point in time. While the Policy does not apply to GTEs, some have agreed to apply the principles of the policy to their own procurement practices.

The WA Government will continue to build the capability and capacity of Aboriginal businesses. The Aboriginal Business Capability Program complements the Aboriginal Procurement Policy and seeks to enhance the ability of Aboriginal businesses and not-for-profit organisations to win work by providing links to professional service providers.

The WA Government has established the \$350 million Remote Communities Fund to deliver improvements to built infrastructure including essential water and electricity services, as well as housing and municipal services in remote Aboriginal communities and town reserves. It has also committed to progressing the transfer of power, water, and wastewater services in remote and town-based Aboriginal communities to GTEs so that they receive the same level of infrastructure provision as similar sized communities elsewhere in the State.

The Bidyadanga Land Activation Pilot project is a place-based partnership between government, community residents and native title holders that keeps culture at the heart of reform.

The aim is to address non-build infrastructure constraints in Aboriginal communities by removing land tenure barriers to allow economic activation, business development and the regularisation of services in the community.

The WA Government will continue to progress the commitments set out in the Aboriginal Empowerment Strategy. Implementation plans, policies, programs, strategies and initiatives will be implemented that contribute to better outcomes for Aboriginal people. These will be built around genuine partnerships and engagement with Aboriginal people, strong accountability, and culturally responsive ways of working.

Responsible agencies will continue to review the targets set out in existing policies and plans to ensure the wellbeing and social and economic participation of Aboriginal people is improved. This includes investigation into the feasibility of the development of a whole-of-government Aboriginal business development or economic participation framework to inform investment in building the capacity and capability of Aboriginal businesses.

Aboriginal cultural heritage, wellbeing and enterprise recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Aboriginal cultural heritage, wellbeing and enterprise recommendations, see pages 5-8 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
6	Embed and support early, inclusive, genuine and culturally appropriate engagement with Traditional Owners and Custodians.	Fully supported
7	Strengthening application of the Aboriginal Procurement Policy.	Not supported
8	Progressively build capacity and capability of Aboriginal businesses by developing and implementing complementary and proactive measures.	Fully supported
9	Improve the quality and resilience of infrastructure and services provided in remote Aboriginal communities and town-based reserves.	Fully supported





3

CLIMATE CHANGE + SUSTAINABILITY

SIS Sector: Climate Change + Sustainability

The interplay between infrastructure, climate change and sustainability is a central theme of the SIS overall, as well as in the specific cross-cutting theme. This recognition underlines the opportunities and challenges facing WA as industry, government and households simultaneously adapt to an already-changing climate while taking action to reduce greenhouse gas emissions and slow down the pace of this change.

WA has much at stake given its globally significant ecology which spans the length and breadth of the State's terrestrial and marine environment. The economic significance of a number of sectors and industries where emissions are hard-to-abate, for reasons of science or economics, cannot be ignored, but simultaneously creates opportunities for growth and economic diversification.

As global progress on climate change and sustainability gathers pace, WA has an opportunity to be at the forefront. Infrastructure is critical to this, alongside broader public policy, regulatory and market-based responses.

State Infrastructure Strategy Recommendations

The SIS makes nine recommendations relating to Climate Change and Sustainability:

Recommendation 10

Better inform future infrastructure requirements and align infrastructure investment with the WA Climate Policy by implementing the WA Government's policy for net zero emissions by 2050.

Recommendation 11

Assist in offsetting carbon impacts associated with infrastructure by strengthening and expanding programs outlined in the WA Climate Policy to develop carbon farming and sequestration markets.

Recommendation 12

Better inform future infrastructure climate change risks and adaptation requirements by implementing a statewide approach for climate change adaptation to infrastructure.

Recommendation 13

Ensure effective climate change mitigation and adaptation planning and decision-making for infrastructure by implementing methods of accountability and coordination across state agencies and government trading enterprises.

Recommendation 14

Incorporate sustainability into all stages of the infrastructure decision-making process by amending the Strategic Asset Management Framework.

Recommendation 15

Facilitate access to green, social or sustainable finance by developing a sustainability bond framework.

Recommendation 16

Inform more robust and integrated infrastructure planning, decision-making, design and reporting by developing and implementing a sustained, shared environmental and heritage information system for priority locations.

Recommendation 17

Support the delivery of major WA Government infrastructure projects by replacing the current system of acquiring environmental offsets separately with a coordinated bioregional approach.

Recommendation 18

Contribute to infrastructure and community resilience in the urban environment and support the equitable provision of an interconnected network of cover by developing an overarching urban forest program.

What the WA Government is doing

The WA Government is playing an active role in both responding to the challenges and facilitating the economic, social and environmental opportunities presented by the global response to climate change.

In August 2019 the WA Government announced its target to achieve net zero emissions by 2050. Since then, the State has committed to a whole-of-government greenhouse gas emissions interim target of an 80% reduction in emissions relative to 2020 levels by 2030. This applies to emissions from all Government agencies across the State, including the Departments of Transport, Health and Education, and emissions generated by GTEs, such as Synergy and WaterCorp.

This commitment builds on an announcement that Synergy will transition out of coal-fired power generation by 2030. An estimated \$3.8 billion will be invested in new green power infrastructure in the South West Interconnected System

(SWIS), including wind generation and storage, to ensure emissions reduction, continued stability and affordability (see Energy Chapter for more details).

More broadly, the State Climate Policy, released in 2020, guides the implementation of the WA Government's climate agenda, including:

- » Low carbon transition
- » Clean Energy Future Fund
- » Electric Vehicle Strategy
- » Enhancing our climate resilience
- » Sectoral Emissions Reduction Strategies
- » Renewable Hydrogen Strategy

Further details about these initiatives and their relevance to addressing the recommendations made in the SIS are provided below, and in the Appendix.

At a more immediate level, the WA Government established its Climate Action Fund ('CAF') in the 2021-22

Budget, with an initial investment of \$750 million. The CAF is designed to support decarbonisation and other emerging climate action related initiatives. A further \$500 million was set aside for the CAF in the 2022-23 Budget, bringing the total amount of the Fund to \$1.25 billion. Of this, \$990 million has been announced for climate action-related initiatives, including:

- » \$59.3 million to establish a Clean Energy Car Fund.
- » \$80 million for the Just Transition Plan to assist regional communities to transition to new industries when native forest logging ends in 2024.
- » A \$62 million commitment that will see renewables power 75 per cent of Rottnest Island's energy needs and upgrade water assets.
- » A further \$31 million has been allocated for climate action research and planning.
- » \$22.6 million in new charging infrastructure to expand WA's electric vehicle charging network.

The WA Government is also taking action that will support the State to meet the challenge of climate adaptation.

A cross-governmental working group, led by the State's lead climate policy agency the Department of Water and Environmental Regulation (DWER), is developing a Climate Risk Framework ('CRF'). The CRF will help the WA Government, agencies and GTEs to assess, measure and report against the implications of climate change on the State's finances, infrastructure and physical assets, and service delivery.

The Western Australian Treasury Corporation, supported by a cross-governmental working group, is progressing the development of a Sustainability Bond Framework. This will provide investors in the State credits with an appreciation of the adherence of the WA Government's policies and investments to Environmental, Social and Governance ('ESG') goals. Work is expected to progress throughout

2023, with a final Sustainability Bond Framework to be issued once these works are complete.

Sector-based climate adaptation plans are contemplated in the State Climate Policy, with the Department of Health (DoH) and DWER piloting this program for WA's health sector. These climate adaptation plans will identify specific risks and responses at a sectoral level, complementing the work of the SERS program by building resilience to change.

The WA Government is focussed on delivery of its climate policy agenda, as defined in the State Climate Policy and as articulated through the development and delivery of programs under this broad banner. There are a range of works due to report back to Government over the coming two year period, including the finalisation of the SERS for target sectors.

The WA Government will continue to support targeted measures to tangibly progress towards the WA Government's target to reach net zero emissions by 2050, balancing the need for action with practical and pragmatic approaches that give regard to the national and global response to climate change.

With respect to the remaining recommendations proposed in the SIS:

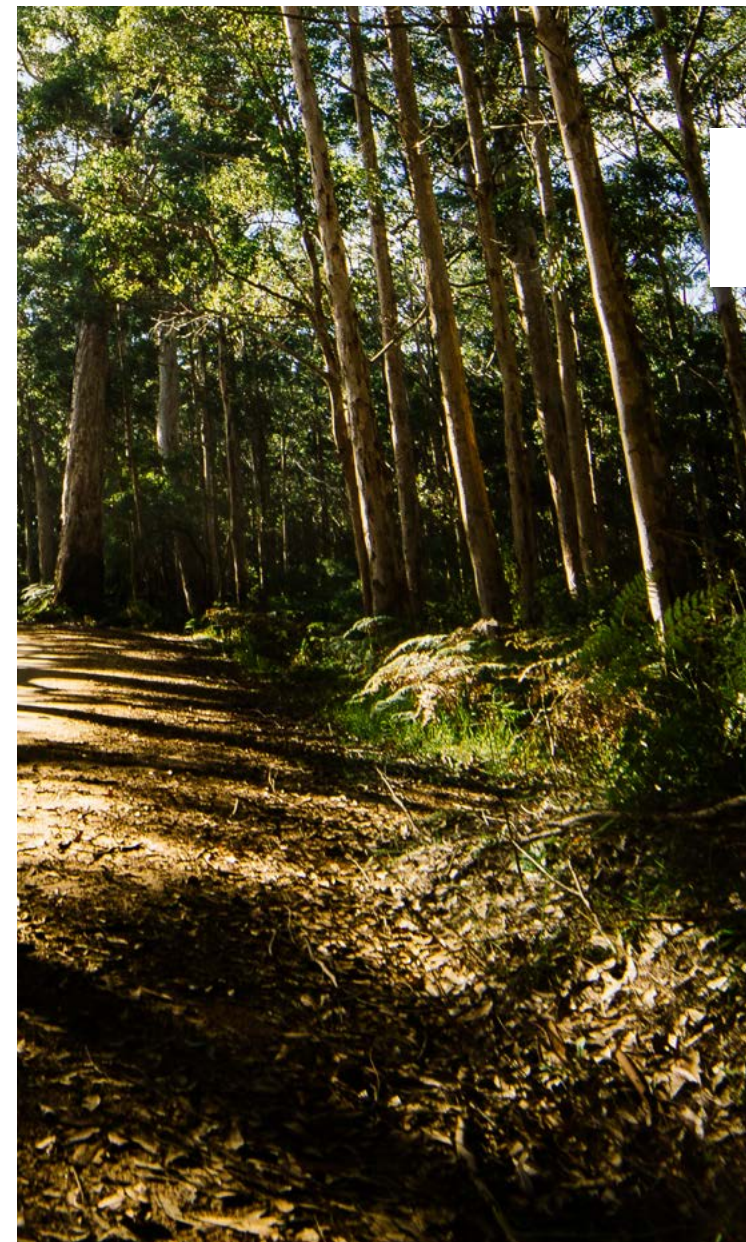
- » Measures to augment the approach to carbon farming and carbon sequestration projects will be assessed as part of the development of a Sectoral Emissions Reduction Strategy for the Land Use, Land Use Change, and Forestry sector.
- » DWER is developing a Climate Change Adaptation Strategy for WA and is due to finalise this work in 2023. This will give due consideration to an expansion of the Climate Science Initiative.

- » Further work is underway across government with respect to the implementation of environmental offsets, including consideration of a broadening in the application of offsets to a strategic regional approach.
- » As part of considering priorities for climate adaption, the WA Government will assess the merit of a State-level urban forest program.

Climate change and Sustainability Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address the Climate Change and Sustainability recommendations, see pages 9-15 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
10	Implement the WA Government's policy for net zero emissions by 2050.	Fully supported
11	Strengthen and expand WA Climate Policy programs to develop carbon farming and sequestration markets.	Partially supported
12	Implement a state-wide approach to climate change adaptation for existing infrastructure.	Fully supported
13	Implement methods of accountability and coordination across state agencies and GTEs.	Partially supported
14	Incorporate sustainability into the SAMF.	Partially supported
15	Develop a sustainability bond framework.	Fully supported
16	Develop and implement a shared environmental and heritage information system for priority locations.	Partially supported
17	Replace the current system of acquiring environmental offsets separately for major projects with a coordinated bioregional approach.	Fully supported
18	Develop an overarching urban forest program.	Partially supported





4 REGIONAL DEVELOPMENT

SIS Sector: Regional Development

The SIS identifies the need for clear strategic priorities for regional development that can guide government action and investment in a structured way and in collaboration with industry and regional stakeholders. It supports an integrated and place-based approach to regional development that goes beyond the delivery of infrastructure to drive the diversification and growth of regional economies and communities.

The SIS recognises that WA's nine regions are highly interdependent, despite the fact that they are diverse in their environmental, economic and social make up. There is a need to build on the key strengths of each region when investing in infrastructure as a way of enhancing social and economic outcomes, reducing disparity

between regions and providing optimal outcomes for the State.

The SIS highlights the WA Government's progress towards fostering greater collaboration between the regions and the improved alignment of regional development aspirations with the wider development objectives of the State. It seeks to enhance the way that infrastructure is coordinated and targeted in each of WA's nine regions.

The regional development recommendations are guided by the need for an integrated whole of government action and investment approach, whilst still recognising that each region has its unique strengths and weaknesses that will guide infrastructure provision.

State Infrastructure Strategy Recommendations

The SIS makes three recommendations related to regional development:

Recommendation 19

Drive better alignment of infrastructure provision and regional development needs by implementing a regional development strategic framework that identifies state and regional priorities and guides whole of government action and investment.

Recommendation 20

Improve the transparency of government regional investment by reporting all regional expenditures (recurrent and capital) and geographic distribution in the State Budget.

Recommendation 21

Improve the effectiveness and efficiency of regional social services and infrastructure by developing regional social services and infrastructure models that are more responsive to the changing needs of communities across regional WA, including those caused by population growth and decline.

What the WA Government is doing

The WA Government continues to invest heavily in regional WA. The 2022-23 Budget provided a record \$12 billion investment to deliver stronger regional communities, encompassing:

- » \$2.2 billion to improving the quality and sustainability of regional health services;
- » \$1.5 billion to provide access to quality education for around 87,000 students in regional WA;
- » \$349.2 million will be invested in regional primary and secondary schools over the next 4 years for refurbishments, upgrades and new builds;
- » Growing our communities via investments in a range of vital community services, land developments, and visitor attractions;
- » Investing in regional roads and ports to reduce travel times, improve safety, and increase freight efficiency; and
- » Ensuring the safe and reliable provision of power, water, wastewater and drainage services in WA, with asset investment totalling \$1.8 billion over the period 2022-23 to 2025-26.

The WA Government, through the Department of Primary Industries and Regional Development (DPIRD), and the nine Regional Development Commissions, is currently progressing a Regional Development Portfolio Plan, which outlines a vision for regional development, specific roles within government, and barriers and opportunities with an overarching objective of providing a whole of government approach to regional economic development. A regional development framework is also being developed, which will further enhance economic development and address a range of social and economic challenges.

While the WA Government is committed to continually improving transparency of government regional investment, it is not feasible to accurately break down all regional expenditure by geographic location.

The State Budget already includes regional breakdowns of capital expenditure. Recurrent expenditure is usually State or region wide and is not readily attributable to geographic locations. It would require significant additional enhancements to financial and budgeting systems and introduce administrative burden for agencies. As such, further regional reporting beyond what is provided at present is not considered achievable or value for money.

Through the State Commissioning Strategy for Community Services launched in August 2022, the WA Government is working to change the way it delivers community services to drive a more holistic and sustainable community services system that puts service users at the heart of the approach.

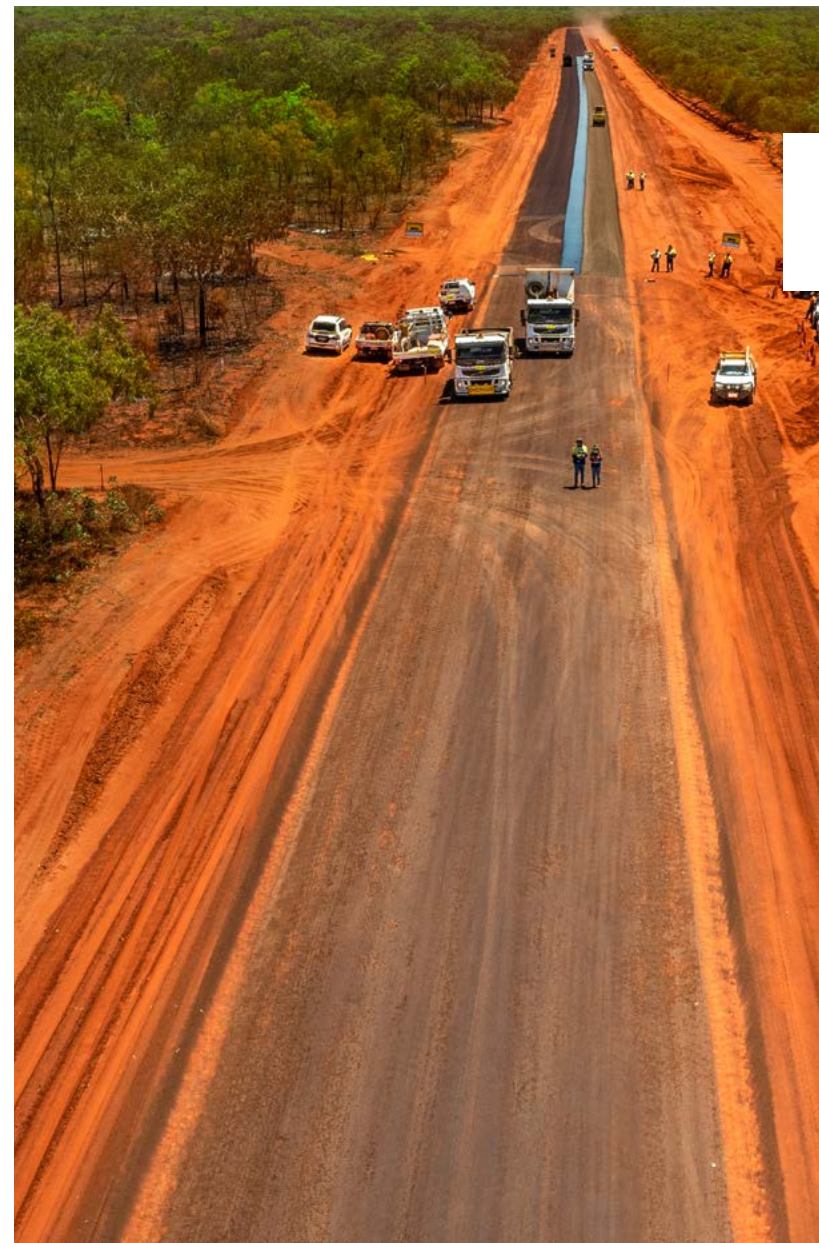
The WA Government's service delivery agencies will continue their investigation, development and implementation of best practice models for social service delivery in the regions, which is part of their core business.

The WA Government, through DPIRD and the nine Regional Development Commissions, will continue to work with local government, state agencies and government trading enterprises to promote a coordinated approach to regional economic and social development, including progressing the development of a Regional Development Portfolio Plan.

Regional Development Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Regional Development recommendations, see pages 16-18 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
19	Implement a regional development strategic framework that identifies state and regional priorities and guides whole of government action and investment.	Partially supported
20	Improve transparency of government regional investment by reporting all regional expenditures and geographic distribution in the State Budget.	Partially supported
21	Develop regional social services and infrastructure models that are more responsive to the changing needs of communities across regional WA.	Partially supported





5 PLANNING + COORDINATION

SIS Sector: Planning and Coordination

The Planning and Coordination theme in the SIS identifies the importance of aligning strategies and plans, legislation and policy and decision-making frameworks to guide the coordination of infrastructure across the state.

The SIS acknowledges existing WA Government initiatives that make it easier to do business in WA by improving regulation, processes and practice. These include Streamline WA, the Lead Agency Framework, Approvals WA, the Market-led Proposals Policy, Environment Online, and broader planning reforms.

Considering these initiatives, the SIS recommendations focus on incremental improvements to the existing planning and coordination functions performed by the WA Government, with a focus on maturing current infrastructure decision-making processes, enhancing transparency, encouraging collaboration across Government agencies and GTEs, and fostering a culture of continuous improvement.

State Infrastructure Strategy Recommendations

The SIS makes 15 recommendations relating to the Planning and Coordination theme:

Recommendation 22

To ensure the timely and optimised delivery of infrastructure, review the effectiveness of existing and proposed infrastructure facilitation and coordination models within 5 years of operation and consider if alternate models should be established.

Recommendation 23

Improve the navigation of project approval processes by establishing a single digital government approvals system.

Recommendation 24

Streamline project approvals processes and reduce regulatory burdens by implementing a program to review and modernise relevant infrastructure approvals legislation and progress targeted amendments at least every 5 years.

Recommendation 25

Make best use of existing and planned urban infrastructure by preparing and implementing an urban consolidation action program.

Recommendation 26

Ensure adequate information on infrastructure servicing and operational costs inform decisions by embedding rigorous infrastructure appraisal in the planning decision-making framework.

Recommendation 27

Transform the Perth CBD and immediate surrounds (including locations adjacent to the Swan River such as Burswood and South Perth) by preparing a city opportunity plan that sets an agreed strategic framework.

Recommendation 28

Establish the land use, infrastructure and environmental needs of each region by progressively preparing, in order of priority, 20-year integrated regional plans.

Recommendation 29

Ensure a focus on state-significant precincts through greater government infrastructure coordination and investment, tailored governance models and land-use planning intervention by establishing and implementing state priority areas.

Recommendation 30

Ensure the protection of strategic industrial land uses, infrastructure and resources inputs.

Recommendation 31

Facilitate and coordinate investment in industrial and technological precincts.

Recommendation 32

Improve cross-sector outcomes and alignment and provide certainty for private sector investment by developing and implementing a shared-use policy framework and practical guidelines for multi-user infrastructure corridors and facilities.

Recommendation 33

Provide for future infrastructure needs by identifying and securing strategic sites.

Recommendation 34

Improve infrastructure planning by establishing a single, agreed set of common planning assumptions for state agencies and government trading enterprises.

Recommendation 35

Improve 2-way public and private sector information sharing about infrastructure capacity.

Recommendation 36

Support improved infrastructure planning and decision-making.

What the WA Government is doing

The WA Government acknowledges the focus the inaugural SIS places on ‘non-build’ recommendations, which in the case of the Planning and Coordination theme, are focussed on incremental changes to the existing planning and coordination reform programs that affect a number of WA Government agencies and GTEs.

The WA Government is committed to progressing the reform priorities of Streamline WA, including further developing Approvals WA towards a single digital approvals system, subject to a whole of government business case to achieve the goals set out in the Digital Strategy 2021-25.

Streamline WA’s current legislative reform agenda includes targeted reform in planning, environment, Aboriginal cultural heritage, land and public works, water resource management, mining and Swan and Canning

Rivers. A separate reform program specific to infrastructure, which has been recommended in the SIS, is not supported at this time, as it would overlap with the current reform agenda.

In relation to the preparation and implementation of an urban consolidation action program, the WA Government considers that the Perth and Peel @ 3.5 Million land use planning and infrastructure frameworks remain the overarching planning strategy for the Perth and Peel regions and meet the recommendation’s intent. The WA Government’s current focus is on the implementation of this strategy, including urban consolidation, delivery of METRONET station precincts, and de-constraining of infill development sites.

The WA Government is committed to long term planning and investment in Perth through the \$1.5 billion Perth

City Deal, which includes a number of major infrastructure projects that will contribute to city growth and activation. For regional WA, the Government’s priority is progressing the preparation of eight regional planning strategies, which are calibrated to the scale and development needs of each region.

In relation to the recommendation to develop and publish a single prioritisation framework, the Government considers that the existing prioritisation frameworks of relevant agencies, coupled with the financial discipline imposed by the annual State Budget process, provides the necessary rigour to prioritise initiatives, whilst allowing necessary flexibility for the Government to take evolving priorities into consideration.

WA's strategic industrial areas (SIAs) represent a key enabler of the Government's economic development agenda. Department of Jobs, Tourism, Science and Innovation (DJTSI) and Development WA lead WA Government efforts to ensure SIAs are de-constrained and ready for lease to strategic industries, supported by the Industrial Land Development Fund. The WA Government's program of work with respect to the Global Advanced Industries Hub and Pilbara SIAs demonstrates its commitment to facilitating and coordinating investment in industrial and technology precincts.

Beyond the SIAs, the WA Government will consider the merits of establishing a centrally coordinated, dedicated and recurrent fund for regional land acquisition, including potential lead agency and implementation approaches. The Metropolitan Region

Investment Fund already provides the capacity to do this within the Perth Metropolitan Area.

In order to facilitate good planning across Government, the SIS also recommends establishing a single, agreed set of common planning assumptions for government agencies. This information is already accessible and available from DPLH, with additional advice and interrogation provided by the Department of Treasury (Treasury) in its review of business cases as part of the annual budget process.

In relation to funding and financing of infrastructure, the Strategic Asset Management Framework (SAMF) provides guidance for agencies when developing business cases that require funding through the budget process. The SAMF has been refreshed with a focus on simplicity, scalability and

reducing red tape, while requiring proposals to reference and reflect relevant government policies. This includes a requirement for agencies to outline any interdependencies of a proposal to other government projects and commitments, including the WA Government's response to the SIS. The recommendation to introduce a centralised fund to support the development of business cases is not supported. Funding for business cases should continue to be considered on a case by case basis through the budget process, ensuring that funds and resources are focused on developing proposals that have strategic merit.

The WA Government has an ambitious economic development and decarbonisation agenda, which will require effective and efficient long-term planning and coordination across government agencies and with private sector proponents. The

recommendations put forward in the inaugural SIS align closely with the existing planning and coordination frameworks that exist across the WA Government.

The recommendations identify areas of focus for the WA Government that it will progress in concert with Infrastructure WA. Activities and functions required under the Act, such as the development of a State Infrastructure Programme, and the Major Infrastructure Projects Assessment process, are expected to provide key government agencies, including IWA, with opportunities to enhance information sharing on infrastructure matters. The extent to which two-way information flows needs to be further refined will be explored when the Act undergoes its first five year review in 2024, and as part of the formation of the next SIS (due in 2026-27).



Planning and Coordination Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Planning and Coordination recommendations, see pages 19-31 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
22	To ensure the timely and optimised delivery of infrastructure, review the effectiveness of existing and proposed infrastructure facilitation and coordination models within 5 years of operation and consider if alternate models should be established.	Fully supported
23	Establish a single digital government approvals system.	Partially supported
24	Streamline project approvals processes and reduce regulatory burdens by implementing a program to review and modernise relevant infrastructure approvals legislation and progress targeted amendments at least every 5 years.	Partially supported
25	Prepare and implement an urban consolidation action program.	Partially supported
26	Embed rigorous infrastructure appraisal in the planning decision-making framework.	Fully supported
27	Prepare a city opportunity plan that sets an agreed strategic framework for the Perth CBD and immediate surrounds.	Fully supported
28	Establish the land use, infrastructure and environmental needs of each region by progressively preparing, in order of priority, 20-year integrated regional plans.	Partially supported
29	Establish and implement state priority areas.	Not supported

	RECOMMENDATION	LEVEL OF SUPPORT
30	Ensure the protection of strategic land uses, infrastructure and resources inputs.	Fully supported 30e Partially supported 30a-c Not supported 30d
31	Facilitate and coordinate investment in industrial and technological precincts.	Fully supported
32	Improve cross-sector outcomes and alignment and provide certainty for private sector investment by developing and implementing a shared-use policy framework and practical guidelines for multi-user infrastructure corridors and facilities.	Partially supported
33	Identify and secure strategic sites.	Partially supported 33a Fully supported 33b
34	Establish a single, agreed set of common planning assumptions.	Partially supported
35	Improve 2-way public and private sector information sharing about infrastructure capacity.	Fully supported
36	Support improved infrastructure planning and decision-making.	Fully supported 36a,b,d,f,g Partially supported 36e Not supported 36c





6 INFRASTRUCTURE DELIVERY

SIS Sector: Infrastructure Delivery

Infrastructure Delivery is one of the seven cross-cutting themes in the SIS due to the complexity associated with the planning, delivery and operation of government infrastructure. The SIS notes that “ensuring government is well positioned to deliver projects and programs of all sizes – in terms of its capacity, capabilities, systems, and governance – is essential to provide certainty and confidence to the market and the community, and to achieve the best return on investment”. While the WA Government has a range of existing infrastructure delivery policies and frameworks in place, the SIS has identified opportunities to build on these to drive further improvements and complement Infrastructure Australia’s 2021 Australian Infrastructure Plan.

The SIS notes that infrastructure skills vary across the public sector agencies and GTEs with responsibility for infrastructure delivery. Although private sector capacity is relied on to deliver infrastructure, it suggests the public sector could benefit from further development of planning, procurement, project management and contract management skills. Some recommendations in the SIS focus on building on the WA Government’s existing infrastructure skills development programs, including through the formation of the Infrastructure Delivery Unit and Major Projects Directorate within the Department of Finance (DoF).

State Infrastructure Strategy Recommendations

The SIS makes four recommendations relating to Infrastructure Delivery:

Recommendation 37

Strengthen infrastructure project assurance processes, governance and public sector skills for the delivery of major projects.

Recommendation 38

Achieve greater value for money from infrastructure investment by making incremental improvements to procurement policies and practices.

Recommendation 39

Ensure more efficient use of infrastructure funds by improving project cost management.

Recommendation 40

Increase the total available pool of public infrastructure finance and funding by reviewing the potential to use private sector finance and funding sources.

What the WA Government is doing

The WA Government acknowledges the focus placed on non-build recommendations that enhance the WA Government's current infrastructure delivery policies and frameworks, to help deliver the best return on investment to the broader community. In this regard, the Infrastructure Delivery recommendations are broadly supported by the WA Government.

Given the increasing complexity associated with the delivery of large infrastructure projects, the WA Government will continue to progress a number of important initiatives already underway aimed at enhancing assurance processes and governance, and procurement policies and practices. These will support the WA public sector (including agencies and GTEs) in delivering a record asset investment

program of \$35 billion over the 2022-23 to 2025-26 period, which is a core priority.

One of the key recommendations in the SIS is to strengthen the State's project assurance and governance in the delivery of major projects. The SIS acknowledges the work that has already been done by the WA Government, through DoF, in this area. Further work includes development of a project assurance framework, which is also being led by DoF.

The WA Government is also focussed on improving project management governance and accountability through the introduction of legislation. The *Procurement Act 2020* establishes a whole-of-government framework for

increasing support and training for works procurement; the Infrastructure Delivery Unit (within DoF) to oversee and support agencies with project delivery responsibilities; and various project management practice and delivery steering committees and working groups. While these functions apply to government agencies, they do not extend to GTEs and there are no current plans to change this application of the legislation.

The WA Government acknowledges that a focus of recommendations in the SIS is to ensure that value for money is at the centre of any policy change. In relation to recommendation 38 on the implementation of further incremental improvements to procurement policies and practices, the WA Government is confident that DoF has the necessary

expertise, policies and frameworks to ensure that value for money is achieved from infrastructure investments.

Further changes to the WA Government's procurement policies which would allow contributions to all or part of the bid costs of unsuccessful tenderers are not supported at this time. Such a change in policy requires careful consideration to determine whether the costs (and associated risks) of the additional funding that would be required to support such a policy would deliver a value for money outcome to the State.

In relation to establishing a cross-agency infrastructure procurement coordination mechanism, this sub-recommendation is already being addressed through DoF's Infrastructure

Delivery Unit, which regularly reviews the schedule of tenders and pipeline of works across Government.

Project cost management is a core function of the Departments of Treasury, Finance and other infrastructure delivery agencies. The WA Government considers that the most effective way to manage costs for individual projects is through well-established practices that require projects to manage their own contingencies. It does not support establishment of a whole-of-government approach to contingency management, as it does not support sound budgeting practices and accountability at the project level.

The WA Government considers all infrastructure proposals on their merits, on a case-by-case basis and has a range of mechanisms to interact with the private sector with respect to infrastructure needs and opportunities. These include the Market-Led Proposals and Problem and Opportunity Statement functions, Government tendering and contracting, and regular government engagement activities.

Infrastructure Delivery Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Infrastructure Delivery recommendations, see pages 32–36 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
37	Strengthen project assurance processes, governance and public sector skills for the delivery of major projects.	Fully supported 37a-b Partially supported 37c-d
38	Achieve greater value for money from infrastructure investment by making incremental improvements to procurement policies and practices.	Fully supported 38a-b, d, e-g Not supported 38c
39	Ensure more efficient use of infrastructure funds by improving project cost management.	Partially supported
40	Increase the total available pool of public infrastructure finance and funding by reviewing the potential to use private sector finance and funding sources.	Not supported 40a Fully supported 40b



An aerial photograph of the Optus Stadium in Perth, Australia, taken at dusk. The stadium's retractable roof is partially open, revealing the pitch and seating areas. The stadium is illuminated with blue and white lights. In the background, the city of Perth is visible, including the Swan River and the city skyline. A roller coaster is also visible in the background.

7 ASSET MANAGEMENT

SIS Sector: Asset Management

The SIS proposes that effective asset management should be a priority focus of Government to ensure that the value and longevity of the estimated \$159 billion in public infrastructure assets is maximised. Improving asset management capability, processes and technology will also help to mitigate potential health and safety risks, particularly for those public assets that are in poor condition.

The SIS highlights that the need for improved asset management practices is not unique to WA. It notes that asset management practices vary considerably across state agencies and GTEs, with specific issues identified associated with the robustness of data capture and analysis, and prioritisation based on asset performance, risk and need.

The SIS suggests that asset management practices should be supported through incentives to state agencies to improve their asset maturity, relinquish assets or plan to maintain older assets with recurrent funding needs. Recommendations to improve asset management practices are also targeted at ensuring there are processes in place so that preventative maintenance funding to extend the life of existing assets is not de-prioritised against funding available for new infrastructure assets.

Notwithstanding these concerns, the SIS acknowledges progress being made, including the development of a Building Asset Management Framework by DoF, “which is a central tool that operationalises the SAMF, with the intention of improving

the maturity and consistency of application of these approaches across the public sector for building assets”. It also recommends DoF take a formal leadership role to support improved asset management practices across the public sector.

State Infrastructure Strategy Recommendations

The SIS makes two recommendations related to asset management:

Recommendation 41

Achieve better use of infrastructure assets by improving asset management practices across the public sector.

Recommendation 42

Incentivise improvements in asset management across the public sector.

What the WA Government is doing

The WA Government has approved DoF's role as the functional lead for strategic asset management across the general government sector, the government owned non-residential building portfolio, and the staged implementation of key asset management principles across the sector. Whilst its role does not extend to GTEs, the requirement for GTEs to develop fit for purpose asset management practices is supported.

The WA Government has committed \$5.04 million to expand the Department of Finance's Building Asset Management Framework pilot which provides further funding of Finance's role in asset management reform in the public sector. This pilot will focus on Government owned office accommodation assets and Education-owned school assets.

The WA Government supports the SIS' emphasis on improving asset management practices across all agencies and GTEs. With DoF as functional lead for strategic asset management, a focus will be on ensuring all agencies and GTEs develop fit for purpose asset management practices.

A formal review will be undertaken to assess progress on maintenance outcomes, with the parameters to be agreed with the Departments of Finance and Treasury, and IWA.

DoF, in consultation with Treasury and IWA, will also assess the need for incentive schemes – such as an asset lifecycle investment fund as proposed by Infrastructure WA – to drive improvements in asset management practice across all agencies and GTEs.

Asset Management Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Asset Management recommendations, see page 37 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
41	Improve asset management practices across the public sector.	Fully supported
42	Incentivise improvements in asset management across the public sector.	Partially supported



8

ENERGY



SIS Sector: Energy

The SIS identifies the energy sector's critical role as an enabler for the broader WA economy, as well as a key economic development opportunity. WA's current and emerging competitive advantages in the production of energy, from conventional and renewable sources, position the State to grow and diversify in a decarbonising world.

The required scale and pace of the energy transformation creates many opportunities and challenges for the WA Government. The SIS highlights the important role of the regulatory system, alongside targeted investments and other forms of government support, to help all sectors of the economy in the drive towards the new energy economy.

Nowhere is the dual nature of opportunity and challenge more evident than the emerging renewable hydrogen industry. The SIS notes the diverse use cases for renewable hydrogen, including as a means to decarbonise many of WA's hard-to-abate heavy industry sectors.

State Infrastructure Strategy Recommendations

The SIS makes five recommendations related to energy:

Recommendation 43

Enable transformation of the South West Interconnected System by evolving the Whole of System Plan and ensuring implementation actions are transparent.

Recommendation 44

Provide a long-term view on energy generation, demand and network infrastructure requirements by preparing a North West Interconnected System energy futures report.

Recommendation 45

Increase energy system reliability and resilience, reduce emissions and drive cost-effectiveness by accelerating a dedicated program of energy storage, microgrids, virtual power plants and standalone power systems.

Recommendation 46

Ensure the legislative and regulatory framework enables energy infrastructure that aligns with broader public policy outcomes.

Recommendation 47

Support the development of the state's hydrogen industry.

What the WA Government is doing

Stewardship of WA's energy sector is central to the WA Government's reform agenda – spanning a range of industries and portfolios. Engaging with and responding to energy sector issues, opportunities and challenges as they emerge is an ongoing focus that forms a core part of current government efforts.

The WA Government has set aside \$3.8 billion to assist in the delivery of electricity and energy sector reform, investments and infrastructure through to the end of the decade. These aim to ensure electricity supply is secure, reliable and affordable, while also contributing to the commitment to reduce the State Government's emissions by 80% of 2020 levels by 2030.

Energy Policy WA (EPWA) is a group within the Department of Mines, Industry Regulation and Safety (DMIRS) tasked specifically with developing

evidence-based policy and advice to government on WA's energy sectors. EPWA is investigating and progressing a range of energy reforms under the remit of the Energy Transformation Strategy, including through the Distributed Energy Resources Roadmap, and regular development and refinement of the Whole of System Plan for the South West Interconnected System. These and a host of other actions are designed to ensure the State's energy system functions efficiently, effectively, and is able to serve the needs of all as the energy transition takes shape.

More specifically, recent regulatory reforms in the Pilbara, centred on the North West Interconnected System, recognise the critical role of efficient electricity investment and system planning for established and emerging industries in the region.

Development of the State's hydrogen industry and its supporting infrastructure is a key focus for the WA Government, led by DJTSl which continues to investigate and implement initiatives under the Renewable Hydrogen Strategy.

EPWA is leading the development of a Renewable Hydrogen Target for electricity generation in the South West Interconnected System (SWIS). This is part of the broader use-agnostic Renewable Hydrogen Target scheme work being undertaken by DJTSl. The WA Government remains actively engaged with industry on the development of hydrogen hubs across Western Australia and is committed to reforms which remove barriers and facilitate private sector investment in the renewable hydrogen industry. This includes the WA Government's commitment to support the \$140 million Pilbara Hydrogen Hub with a

range of local and international private investors, and \$3.5 million for planning works and studies to accelerate the development of the Mid-West (Oakajee) Hydrogen Hub.

The South West Interconnected System Demand Assessment (SWISDA), a collaboration between the Department of Treasury, EPWA, DJTSI, Department of the Premier and Cabinet (DPC), and Western Power, will provide the State with significant new information to assist in planning future development within the SWIS during the energy transition.

These and many other actions by government are designed to ensure future public and private sector investment in the energy sector achieves the WA Government's target of net zero emissions by 2050, while maintaining a safe, secure and

affordable energy supply for WA households and industry.

A key part of the WA Government's energy transition efforts is focused on supporting a Just Transition for the workers, community and economy of Collie. \$547.4 million has been invested to attract new and emerging industries to the Collie region, create local jobs, grow local small businesses, and provide support and advice for workers and businesses impacted by the closure of State-run coal power stations.

Further details regarding the WA Government's existing program of works in the energy sector as they relate to the SIS are provided in the positions appendix.

EPWA and DJTSI will continue to lead the WA Government's efforts to meet

its reform objectives under various energy sector strategies and plans. Central to this will be actions emerging from the SWISDA and the next Whole of System Plan for the SWIS (to be published by 2025).

Through the oversight of GTEs (Synergy, Western Power, Horizon Power), the WA Government will also play an active role in the energy transition through targeted and efficient infrastructure and electricity generation investments across WA.

The WA Government is committed to ensuring the State's regulatory, planning and approvals systems are not an impediment to delivery of private sector investment in energy sector projects, which are consistent with the target for WA to achieve net zero emissions by 2050. To this end, it has committed \$22.5 million to fast-track approvals for green energy proposals.

Energy Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Energy recommendations, see pages 38-41 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
43	Evolve the Whole of System Plan and ensure implementation actions are transparent.	Partially supported
44	Prepare a North West Interconnected System energy futures report.	Fully supported
45	Accelerate a dedicated program of energy storage, microgrids, virtual power plants and standalone power systems.	Fully supported
46	Ensure the legislative and regulatory framework enables energy outcomes that aligns with broader public policy outcomes.	Partially supported
47	Support the development of the state's hydrogen industry.	Fully supported



9 WATER



SIS Sector: Water

Water is a vital resource for WA households and industry. A changing climate has meant the State's capacity to rely on rainwater as a source of water has diminished significantly over time, with this trend expected to continue. Pressure on groundwater resources is also growing, as WA's need for water resources outstrips the capacity for natural systems to replenish them.

The SIS identifies the delivery of adequate water resources at a suitable price as being critical to the wellbeing of all Western Australians, and the ongoing success of WA industry. It acknowledges that the challenge facing WA's water resources has been recognised by the WA Government, along with the role of early intervention, but also identifies that further work is required to maintain our current capacity to access the water supply needed to sustain the State.

Importantly, the SIS notes that building more infrastructure is only part of the solution. Demand management, development of a more in-depth understanding of our groundwater and surface water systems, and use of market-based approaches to water allocation in the right environment, are important complementary measures as WA continues to adapt to the challenges posed by the drying climate.

State Infrastructure Strategy Recommendations

The SIS makes six recommendations related to water:

Recommendation 48

Modernise legislative, regulatory and planning frameworks for water resources and water services.

Recommendation 49

Support the long-term sustainable use and management of the state's strategic water resources.

Recommendation 50

Manage water demand.

Recommendation 51

Ensure long-term water security through the timely planning and delivery of climate-independent infrastructure that provides fit for purpose and sustainable water services.

Recommendation 52

Guide investment in water infrastructure projects that enable climate resilient and self-sustainable agriculture and food industries in peri-urban and regional areas by developing a prioritisation framework.

Recommendation 53

Determine whether current policy settings remain appropriate by undertaking an integrated strategic review of water and land-use values in the Jandakot and Gnangara groundwater protection areas.

What the WA Government is doing

The WA Government is undertaking a range of build and non-build responses to the long-term and widely acknowledged challenges to the State's water supply. In the 2022-23 State Budget, over \$2.7 billion was allocated for the State's water corporations to invest in infrastructure assets across WA.

Central to this is the June 2022 announcement that the Water Corporation will invest at least \$1.4 billion towards the Alkimos Seawater Desalination Plant, a 100GL desalination plant which will provide potable water for the Perth Integrated Water Supply Scheme for decades to come. Critically, the WA Government has committed for this plant to operate on 100% renewable electricity, with the Water Corporation addressing part of

this commitment through its purchase of the right to develop a 100MW wind farm at Flat Rocks in the Wheatbelt region. Investigations into desalination requirements to support industry, including the renewable hydrogen industry, are also underway.

DWER, as the State's lead agency for water resource management and water policy, is taking the lead on drafting of legislation to address the directions of the State Climate Policy with respect to water resource management. Other policy frameworks provide the scope for DWER to coordinate the analysis and assessment of water resource management across the State, in partnership with other agencies where water resources are an important consideration (such as DPIRD).

A groundwater allocation plan for the Gnangara Mound was released in June 2022. The plan includes a range of actions including an increase in monitoring of the status of the resource, to ensure a balanced outcome for all parties who rely on groundwater resources in the region.

The Waterwise program is a longstanding and successful water demand management program operated by WA's water GTEs. DWER has recently released Kep Katitjin – Gabi Kaadadjan (Waterwise Perth Action Plan 2), for the Perth and Peel regions, which contains actions to ensure water efficiencies and design in and around buildings and continues to build consumer awareness of climate change.

A number of recommendations made in the SIS reference the need for the Water Corporation, Aqwest and Busselton Water (WA's water infrastructure delivery GTEs) to investigate future investments in water supply infrastructure. Continuous investigation and assessment of opportunities to meet WA's water needs is part of the standard business practices for these organisations, and is supported by the WA Government.

DWER, in partnership with relevant line agencies and WA's water GTEs, is focussed on the implementation of existing initiatives and functions to ensure that WA maintains access to the water resources it needs.

New legislation to address the water resource management policy directions provided by the State Climate Policy will be tabled in Parliament in 2023.

This will provide DWER and other relevant agencies with capacity to continue to address WA's evolving water resource needs.

DWER will conduct further work with GTEs and relevant line agencies on water resource planning approaches, taking strategic level water supply scheme planning into consideration. The merits of a defined water resource planning strategy – for Perth and/or regional areas across the State will be considered by DWER once the initial work is complete.

Water is a critical input into WA's agriculture industries. In recognition of this DPIRD will lead the development of a strategic direction for State-wide water for agriculture and food, which will identify water needs for agriculture across the State and develop approaches to prioritisation

of investment in meeting these needs. This work will be undertaken throughout 2023.

As part of its business-as-usual activities, the State's water corporations will continue to investigate opportunities to invest in water supply infrastructure and prepare business cases for consideration by government where there is an identified investment need.

Water Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address water recommendations, see pages 42-45 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
48	Modernise legislative, regulatory and planning frameworks for water resources and water services.	Fully supported 48a,d Partially supported 48 b,c,e
49	Support the long-term sustainable use and management of strategic water resources.	Fully supported
50	Manage water demand.	Fully supported
51	Plan and deliver climate-independent infrastructure that provides fit for purpose and sustainable water services.	Fully supported
52	Develop a prioritisation framework to guide investment in water infrastructure projects for agriculture and food industries in peri-urban and regional areas.	Fully supported
53	Undertake an integrated strategic review of water and land-use values in the Jandakot and Gnamara groundwater protection areas.	Fully supported



10 WASTE



SIS Sector: Waste

The SIS identifies the value of policy reform and market development in waste and resource recovery as a means of meeting the WA Government's objectives to avoid, reduce and repurpose waste generated across the State. The SIS focusses on enabling and fast tracking the widespread adoption of circular economy principles in WA through to reducing waste and pollution, increasing the re-use of materials, and positioning waste as an economic resource rather than simply materials discarded to landfill.

The SIS's waste sector recommendations are guided by the WA Government's Waste Avoidance and Resource Recovery Strategy 2030 (WARRS 2030), which reflect best practice information about how WA can improve waste management. The SIS highlights the important role to be played by the Waste Authority, DWER, and the Environmental Protection Agency in coordination with the private sector to plan, facilitate and accelerate the transition to improved waste management through the delivery of new technologies, innovative policy, and investment in modern services and infrastructure.

State Infrastructure Strategy Recommendations

The SIS makes two waste sector recommendations:

Recommendation 54

Achieve the vision of a sustainable, low-waste circular economy by accelerating implementation of the Waste Avoidance and Resource Recovery Strategy 2030.

Recommendation 55

Prioritise the finalisation of a state waste infrastructure plan.

What the WA Government is doing

As the nominated WA Government lead agency for the waste sector recommendations, DWER is progressing a range of reforms to WA's waste regulatory framework. These include:

- » Legislative reforms, including those to address the effectiveness of levy and the Review of the Waste Avoidance and Recovery Act 2007 (released in October 2021)
- » Implementing the findings and recommendations from the waste levy review
- » Developing a recovered materials approval framework
- » Implementing a waste levy compliance program
- » Implementing the Waste Data Strategy.

The Waste Authority and DWER are also working towards the implementation of the Waste Data Strategy. This key supporting document of the WARRS 2030 provides information about the principles, objectives and specific actions required in relation to waste data to progress the Waste Avoidance and Resource Recovery Strategy Action Plan 2030 and achieve the targets and objectives of the WARRS 2030. Data provides a foundation for the management of waste in WA and is critical for evaluating the State's performance and decision making in relation to waste management.

The WA Government is also developing a State Waste Infrastructure Plan with a focus on the infrastructure required to recover materials and energy from waste and protect the environment from the impacts of waste. The types and capacities of waste infrastructure needed to meet the 2030 waste strategy targets have been modelled using key factors such as population, waste generation projections, waste strategy targets and the transport of waste.

Other reforms being progressed within WA's waste regulatory framework include the development of a recovered materials approval framework, and the implementation of a waste levy compliance program which outlines DWER's compliance monitoring subprograms and priorities for the period ahead.

In addition to finalising the reforms to WA's waste regulatory framework, the WA Government will continue to provide a range of support measures to regional councils and local governments and promote consistency and best practice in service delivery in collaboration with the Department of Local Government, Sport and Cultural Industries (DLGSC). This includes the \$20 million expansion of the WA Government's expansion of the Better Bins Plus: Go FOGO program, taking the number of participating local governments to 23.

Waste Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Waste recommendations, see pages 46-47 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
54	Accelerate implementation of the Waste Avoidance and Resource Recovery Strategy 2030.	Fully supported
55	Prioritise the finalisation of a state waste infrastructure plan.	Fully supported



11 TRANSPORT



SIS Sector: Transport

The SIS recognises the WA Government's central role in the State's transport infrastructure, and the significant investment both underway and planned across WA. Ensuring the transport network is fit for purpose, efficient and safe is a critical objective of the WA Government, particularly given the State's vast size and relatively small, geographically dispersed population.

The SIS identifies the important role of transport portfolio governance, given the perennial mismatch between the array of worthy projects seeking funding and the limited resources available to government and industry to deliver them. Ensuring the State, and governments more broadly, achieve the best return on investment for every dollar invested in the transport sector is a critical enabler of the WA economy.

There are a range of external influences and drivers of the future transport needs for WA. The influence of technological change cannot be overstated. The SIS identifies the need for the State's asset investment program to remain flexible and adaptable to the changing needs of the community and industry. There is also an important role for technology in driving efficiency of State-owned transport infrastructure, and an enabling policy environment that permits the private sector to invest in supply chain infrastructure. These aspects are crucial to ensuring WA is well-positioned to build on its existing successes, particularly in export industries.

State Infrastructure Strategy Recommendations

The SIS makes 15 recommendations relating to Transport:

Recommendation 56

Ensure investment in transport infrastructure delivers improved transport system outcomes.

Recommendation 57

Guide future transport infrastructure investments into areas of strategic need by refreshing statewide strategic transport planning, aligned with land-use plans and policies.

Recommendation 58

Address the future loss of fuel excise revenue.

Recommendation 59

Make better use of existing transport infrastructure, increase public transport usage and reduce road congestion by developing and implementing a public transport patronage action plan with a focus on non-build measures.

Recommendation 60

Progress targeted expansion and improvement of the road network.

Recommendation 61

Plan and invest in the future development of new heavy rail infrastructure.

Recommendation 62

Provide certainty for future metropolitan planning by developing a business case for light rail and/or bus rapid transit as the next stage of major public transport priority investment in Perth, particularly in the Perth CBD and inner and middle suburbs, including completing a full options assessment comparing the Knowledge Arc light rail corridor against a potentially more extensive bus rapid transit system for Perth.

Recommendation 63

Provide enhanced cycling and walking infrastructure.

Recommendation 64

Reduce the environmental impacts of road infrastructure use and achieve a higher uptake rate of low and zero emissions vehicles by implementing further measures that support the State Electric Vehicle Strategy for WA.

Recommendation 65

Support the introduction of connected and automated vehicles by ensuring the anticipated future road infrastructure and related technology system requirements of these vehicles are incorporated in the scope of future transport business cases and strategic planning.

Recommendation 66

Complement Westport's preparations for a new container port in Kwinana by conducting further strategic planning.

Recommendation 67

Support strategic economic development opportunities at the Australian Marine Complex by undertaking further planning and staged expansion of common-use infrastructure consistent with the AMC Strategic Infrastructure & Land Use Plan and industry requirements.

Recommendation 68

Enhance supply chain efficiency by supporting expansion of direct shipping services to the state's north.

Recommendation 69

Support long-term investment decision making for the state's freight rail network over the remainder of the lease period, consistent with recommendation 40b in the Infrastructure Delivery chapter.

Recommendation 70

Progress strategic planning by working with the Australian Government to plan for the long-term potential needs of a new civil aviation and general aviation airport for Perth, including the identification and preservation of sites, and associated connecting infrastructure corridors.

What the WA Government is doing

The SIS identifies a number of reforms designed to improve the efficiency and utilisation of WA's existing transport infrastructure that is central to the effectiveness of the transport network. While this is vital, growth of the State's population and key industries means that continued investment in the capacity of the transport network is also needed to serve the needs of all Western Australians.

In recognition of this, the WA Government's current Asset Investment Program contains \$14.3 billion investment in transport infrastructure projects across road, rail, and ports infrastructure over the 2022-23 to 2025-26 period. This includes:

- » \$6 billion committed to METRONET projects;
- » \$7.1 billion on metropolitan and regional road projects to address congestion and improve transport linkages and road safety; and

- » additional investment of over \$500 million in port projects that will increase the State's economic capacity, including a major capacity expansion at the Port of Geraldton, a supply base and chemical facility at Broome Port, and progressing the Lumsden Point development at Port Hedland.

Over the longer term, the WA Government remains committed to delivery of two transformational transport infrastructure projects: METRONET and Westport.

The Westport Program Office, established within the Department of Transport (DoT), continues to progress towards a target date for delivery of a business case for consideration by Government by June 2024.

Alongside the development of the Westport business case, the Westport Program Office, DoT, and other relevant agencies continue to progress adjacent and related initiatives centred on the future of freight transport in the Perth Metropolitan Area and beyond. This includes an Intermodal Terminal Strategy and Agricultural Supply Chain Improvement Program, which will identify build and non-build improvements to supply chains for critical sectors across the State.

The WA Government is focussed on delivery of the first stage of the METRONET program, with new infrastructure to be progressively completed and opened to the public over the coming five years. The first of these was the opening of the Airport Rail Link Project, which will be followed by the Yanchep Rail Extension, Morley-Ellenbrook Rail Line, Thornlie-Cockburn Link and Armadale Line Extension to Byford.

Investment in cycling and walking infrastructure has been a priority in recent years, with a record \$347 million invested to date. DoT was successful in achieving a listing of Active Transport Infrastructure Improvements on the Infrastructure Australian Priority List in June 2022, with a business case now under development to identify infrastructure investment needs.

Beyond the Perth Metropolitan Area, the WA Government is committed to consideration of targeted investments in transport infrastructure across regional WA.

Direct shipping into regional WA ports is a critical, market-driven phenomenon which will place existing general cargo ports in the north west under pressure. The WA Government, through the Pilbara Ports Authority and Kimberley

Ports Authority, is committed to investment in port capacity to facilitate increased direct shipping trade and will continue to evaluate the need for future investment on a case by case basis. It is recognised ports capacity will be critical to enabling the development of large-scale renewable energy infrastructure projects across WA.

DoT is playing an active role across government in policy reform and overall program governance in the transport portfolio. This includes continued investigation into the impact of electric vehicles on both transport infrastructure provision and road user charges.

While it focusses on delivering the WA Government's extensive investment and reform program, the Transport portfolio is also keeping an eye on the State's

future transport needs. This includes development and implementation of a range of long-term strategies and plans for the transport sector, including:

- » region-specific freight strategies, including Revitalising Agricultural Region Freight Strategy and the South West Supply Chain Strategy;
- » a Port Freight Infrastructure Strategy, in cooperation with Port Authorities and the Department of Treasury; and
- » a Metropolitan Freight Plan (as a longer term priority).

Early-stage feasibility and technical studies are underway on a range of longer-term roads projects, including West Coast Highway in Scarborough, Canning Highway in Applecross, a long term plan for Orrong Road, a planning study for roads around Dongara, Geraldton and Northampton, and the Busselton Outer Bypass.

Projects in the Perth Metropolitan Area will be informed by the development of a new Perth Transport Model, which is currently under development. The model will improve the capacity for all Transport portfolio agencies to undertake in-house planning and assessment of future road infrastructure investments, to inform the development of business cases.

In May 2022 the WA Government announced its intention to introduce distance-based charges for light battery electric vehicles, light hydrogen vehicles, and light plug-in hybrid electric vehicles. These will help to provide replacement revenue for fuel excise as petroleum-based vehicles diminish as a proportion of light passenger vehicles. The charge is intended to begin on 1 July 2027 and

will be set giving regard to national approaches. This will ensure the State continues to have adequate capacity to provide roads infrastructure. The WA Government is not pursuing location and time of day pricing signals at this point in time.

On rail (including heavy rail), the Public Transport Authority (PTA) is committed to development and delivery of Stage One of the High Capacity Signalling Program, as part of measures to lift its capacity to manage the Perth Heavy Rail Network. Investigations are underway into future rail infrastructure investments including the Bunbury Faster Rail Program, the Northern Line Corridor and the future orbital rail loop on the Transperth rail network.

Development of future capacity in WA's civil aviation infrastructure is recommended in the SIS as a long-term transport priority of the State. The WA Government has commenced investigations to identify suitable sites for a second civil aviation airport (to Perth Airport) and second general aviation airport (to Jandakot Airport).

Transport Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Transport recommendations, see pages 48-61 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
56	Ensure investment in transport infrastructure delivers improved transport system outcomes.	Partially supported
57	Guide future transport infrastructure investments into areas of strategic need by refreshing statewide strategic transport planning, aligned with land-use plans and policies.	Partially supported
58	Address the future loss of fuel excise revenue.	Partially supported
59	Make better use of existing transport infrastructure, increase public transport usage and reduce road congestion by developing and implementing a public transport patronage action plan with a focus on non-build measures.	Fully supported
60	Progress targeted expansion and improvement of the road network.	Fully supported
61	Plan and invest in the future development of new heavy rail infrastructure.	Fully supported
62	Provide certainty for future metropolitan planning by developing a business case for light rail and/or bus rapid transit as the next stage of major public transport priority investment in Perth, particularly in the Perth CBD and inner and middle suburbs, including completing a full options assessment comparing the Knowledge Arc light rail corridor against a potentially more extensive bus rapid transit system for Perth.	Partially supported
63	Provide enhanced cycling and walking infrastructure.	Fully supported

	RECOMMENDATION	LEVEL OF SUPPORT
64	Reduce the environmental impacts of road infrastructure use and achieve a higher uptake rate of low and zero emissions vehicles by implementing further measures that support the State Electric Vehicle Strategy for WA.	Partially supported
65	Support the introduction of connected and automated vehicles by ensuring the anticipated future road infrastructure and related technology system requirements of these vehicles are incorporated in the scope of future transport business cases and strategic planning.	Fully supported
66	Complement Westport's preparations for a new container port in Kwinana by conducting further strategic planning.	Fully supported
67	Support strategic economic development opportunities at the Australian Marine Complex by undertaking further planning and staged expansion of common-use infrastructure consistent with the AMC Strategic Infrastructure & Land Use Plan and industry requirements.	Fully supported
68	Enhance supply chain efficiency by supporting expansion of direct shipping services to the state's north.	Fully supported 68a, c, d Not supported 68b
69	Support long-term investment decision making for the state's freight rail network over the remainder of the lease period, consistent with recommendation 40b in the Infrastructure Delivery chapter.	Fully supported
70	Progress strategic planning by working with the Australian Government to plan for the long-term potential needs of a new civil aviation and general aviation airport for Perth, including the identification and preservation of sites, and associated connecting infrastructure corridors.	Fully supported



12 HOUSING



SIS Sector: Housing

The SIS recognises the social and economic benefits of providing an efficient and effective housing market. It focuses on homelessness, social and affordable housing and regional housing as the areas that require the greatest level of government attention and investment. The SIS acknowledges the significant investment in housing by the WA Government as a way of addressing homelessness and improving the quantity and quality of social housing.

It recognises that the approach to housing infrastructure requires all levels of government, as well as the community and not for profit and private sectors, to work together to provide a balanced system that improves affordability and choice. It identifies housing infrastructure as a growing need, with a current mismatch between community need and the asset base. The SIS recommends that the targets identified in the WA Housing Strategy 2020-2030 are reviewed and other government initiatives are fast tracked in order to deliver improved outcomes.

State Infrastructure Strategy Recommendations

The SIS makes five recommendations related to housing:

Recommendation 71

Improve long-term planning and inform infrastructure investment for social and affordable housing.

Recommendation 72

Prioritise further infrastructure investment in social and affordable housing.

Recommendation 73

Enable and diversify social and affordable housing providers and housing choice.

Recommendation 74

Respond to the need for affordable and available housing in regional areas.

Recommendation 75

Improve Aboriginal housing outcomes and enable options for housing infrastructure.

What the WA Government is doing

The recommendations align with the WA Government's progress on its social and affordable housing agenda.

The WA Government has committed more than \$70 million towards two Common Ground facilities in East Perth and Mandurah that will provide supported long-term housing for people who are sleeping rough or experiencing chronic homelessness under the Housing First Homelessness Initiative.

The WA Housing Strategy 2020-2030 provides a whole of government approach to developing a more agile housing system that can respond to current and future needs. It includes initiatives such as WA's 10 Year Strategy on Homelessness which provides a framework for how all levels of government, the community sector and the wider community can work together towards ending homelessness.

Ongoing reviews of actions, targets, mechanisms, and policies and investment programs, particularly in light of significant changed market conditions during the COVID-19 pandemic, will ensure that the Housing Strategy 2020-2030 remains efficient and effective. Further work within government is currently underway to identify alternative financing models for social housing delivery. This includes piloting a Ground Lease model for build-to-rent social and affordable housing projects involving Community Housing Providers.

The WA Government is working closely with the Commonwealth Government, which announced major housing supply and policy objectives during the October 2022 Federal Budget as part of the National Housing Accord.

These include the supply of one million new homes nationally over five years from 2024, delivering an additional 20,000 affordable homes, and attracting institutional investment into the housing sector.

The provision of regional government officer housing is a core focus of government and a regional and remote housing implementation plan recognising the unique and diverse housing markets in these areas is currently being developed. The WA Government regularly reviews its portfolio of regional officer and key worker housing against community need and works with local government and industry on an ongoing basis to develop innovative delivery models including Build to Lease, and opportunities for leveraging land holdings.

The Aboriginal Empowerment Strategy 2021-2029 sets out the WA Government's framework to contribute to better outcomes for Aboriginal people, built around genuine partnerships and engagement, strong accountability, and culturally responsive ways of working. It includes ensuring the national Closing the Gap target of securing appropriate, affordable housing for Aboriginal and Torres Strait Islander people that is aligned with their priorities and need.

The WA Government will focus on delivering its record investment program for social housing. It will also work closely with the Commonwealth Government, to ensure national housing commitments deliver outcomes for Western Australia.

Ongoing government evaluations of the delivery of social and affordable housing in regional and metropolitan areas will continue to be undertaken to ensure that the actions of the WA Housing Strategy 2020-2030 are met along with other complementary commitments such as those set out in the Closing the Gap national agreement.

The SIS identifies the need for the availability of longer-term private leases through common and commercially available contracts. Further work within government on the *Residential Tenancy Act 1987* will examine this option.

Housing Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Housing recommendations, see pages 61-64 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
71	Improve planning and inform investment for social and affordable housing.	Fully supported
72	Prioritise further investment in social and affordable housing.	Fully supported
73	Enable and diversify social and affordable housing providers and housing choice.	Fully supported 73a-c Not supported 73d
74	Respond to the need for affordable and available housing in regional areas.	Fully supported
75	Improve Aboriginal housing outcomes and enable options for housing infrastructure.	Fully supported



13 HEALTH



SIS Sector: Health

The SIS recognises the important role health infrastructure plays in delivering safe, high quality and accessible health care. It highlights the need to address gaps in both the health system service and infrastructure planning, as well as investments to address capacity gaps. The SIS acknowledges the important role of the WA Health Digital Strategy 2020–2030 and underlying digital technology initiatives in modernising service delivery, including the electronic medical records program.

The SIS emphasises investments which drive sustainability by alleviating demand on hospitals, increasing investment in community-based services and addressing the wider determinants of health through the built environment. It highlights the importance of meeting the needs of Aboriginal people's through tailored health facilities.

The SIS recognises there is an opportunity for the government health sector to better adopt broader government policies, including a statewide approach to climate change adaptation for existing infrastructure. Furthermore, the SIS highlights the opportunity to seek innovation via co-investing in health and medical life sciences facilities.

State Infrastructure Strategy Recommendations

The SIS makes eight recommendations related to health:

Recommendation 76

Alleviate demand on hospitals and support budget sustainability.

Recommendation 77

Address gaps in the health system service and infrastructure planning.

Recommendation 78

Reduce demand on hospitals by increasing investment in community-based services.

Recommendation 79

Support refocusing of the health system from hospitals and acute care to community-based services by undertaking targeted investment in hospitals to modernise hospitals and address capacity gaps.

Recommendation 80

Enable health system reforms and improve the quality and accessibility of health services in metropolitan and regional

areas by prioritising and funding digital technology initiatives identified in the WA Health Digital Strategy 2020–2030, subject to business cases, with the electronic medical records program the priority.

Recommendation 81

Improve public health and reduce chronic disease by enabling the built environment to play a stronger role in addressing the wider determinants of health.

Recommendation 82

Reduce Aboriginal health inequity and inequity by establishing health facilities tailored to Aboriginal needs.

Recommendation 83

Support health and medical life sciences industry development, research, innovation and commercialisation by co-investing in health and medical life sciences facilities, subject to business cases.

What the WA Government is doing

The SIS recognises the important interaction between the demand for health services and the role of infrastructure. The WA Government's commitment to a strong and sustainable health and mental health sector is evidenced by the record \$2.5 billion commitment in the WA public health system in the 2022-23 State Budget, through targeted investments, including a \$252 million Emergency Department Reform Package, and numerous funding commitments to health system infrastructure, both build and non-build.

The health sector recommendations in the SIS align with the Government's progress on a number of important commitments. The WA Government will continue with the implementation of and public reporting on the Sustainable Health Review (SHR), with a key focus on the delivery of the SHR recommendations that bolster

access to care, digital health, workforce improvements, and funding reforms over the next two years. Implementation of the SHR will also see the delivery of the WA Health Digital Strategy 2020-2030.

The SHR is a long term, staged reform program with foundational milestones through to 2029. The WA Government remains committed to the delivery of the SHR reforms over this timeframe.

Key agencies across the government health sector will continue to collaborate and engage to deliver on the existing reform agenda with respect to health service and infrastructure planning, including the Review of the WA Health Clinical Services Framework 2014-2024, finalising development of a State Health Plan, and enhancements to the Department of Health Strategic Asset Plan Policy that applies to Health Service Providers.

The Mental Health Commission (MHC) will continue to implement its Agency Commissioning Plan, which includes a holistic and proactive long term plan for services. Furthermore, DoH, in conjunction with the MHC, will undertake a review of the Mental Health, Alcohol and Other Drug Services Plan in 2024. The 2022-23 budget reiterated the priority placed by the WA Government on the mental health sector. \$10 million was invested to develop business cases for State-wide reconfiguration of mental health services and the Graylands hospital redevelopment, in addition to \$8.6 million for the Peel and community based alcohol and other drugs integrated service.

DoH will continue to proactively engage with the Commonwealth Government, academia, and the private sector to progress initiatives under the Future Health Research and Innovation (FHRI) Fund.

Ensuring Western Australians continue to have access to high quality health services through the provision of contemporary, fit for purpose infrastructure is a central priority of the WA Government. A range of reviews and pilot projects are underway across the health sector, led by DoH in collaboration with other agencies.

This includes delivering the WA Health Digital Strategy 2020-2030 under the Sustainable Health Review. The Strategy will enable the digitisation of the public health system, providing access to innovative, safe and efficient services; and improving, promoting and protecting the health of Western Australians. The Electronic Medical Record Program has already been established as part of the WA Health Digital Strategy's implementation.

The WA Government is undertaking assessments and planning to

consider the options for ageing health infrastructure including Royal Perth Hospital, Sir Charles Gairdner Hospital, Graylands Hospital and Selby Lodge. These assessments will inform the role of these sites in future health service provision, and in turn the infrastructure investment required to facilitate this.

The SIS identifies the critical linkage between climate change and public health. DoH will work with DWER to develop a Health Sector Adaptation Plan, a pilot project under the WA Climate Policy, which will inform further work on climate change adaptation plans.

DPLH's current approach to incorporating public health matters into strategic planning documents provides the framework for this to be considered when planning and assessing infrastructure proposals.

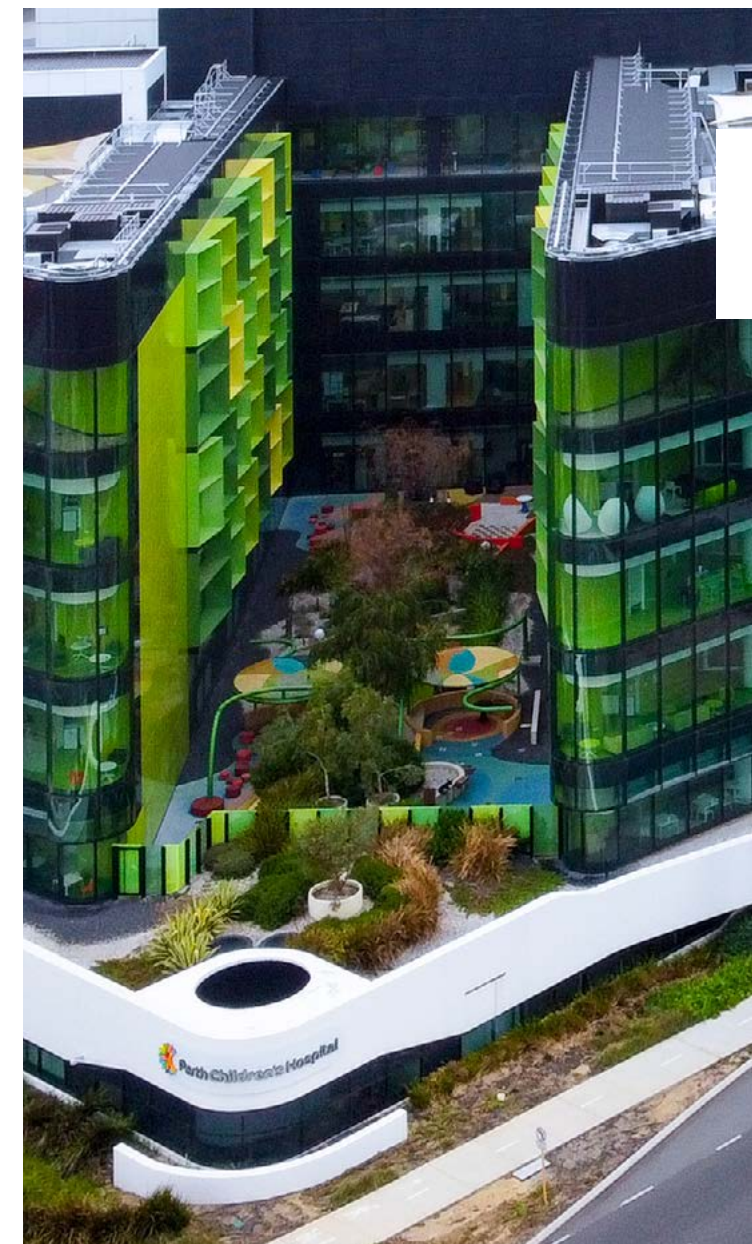
DoH is in the process of formulating regulations for Public Health Assessments in WA, and will liaise with relevant planning and approvals agencies (including DPLH and DWER) and central agencies to include significant strategic planning and infrastructure proposals as assessable proposals under the new legislation proposed for Public Health Assessment Regulations under the *Public Health Act 2016*.

Reforms to the provision of culturally appropriate care for Aboriginal and Torres Strait Islanders are also progressing. Following successful approaches in the Kimberley region, the WA Government, led by DoH, will engage with Aboriginal communities in regional WA to better understand how investment in facilities (including digital) can support the provision of culturally appropriate care, close to home for residents in rural and remote WA.

Health Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Health recommendations see pages and 65-71 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
76	Alleviate demand on hospitals and support budget sustainability.	Fully supported
77	Address gaps in the health system service and infrastructure planning.	Fully supported 77a-e, g Partially supported 77f
78	Increase investment in community-based services.	Fully supported
79	Targeted investment in hospitals to modernise facilities and address capacity gaps.	Fully supported
80	Prioritise and fund digital technology initiatives identified in the WA Health Digital Strategy 2020–2030, subject to business cases, with the electronic medical records program the priority.	Fully supported
81	Enable the built environment to play a stronger role in addressing the wider determinants of health.	Fully supported 81a Partially supported 81b
82	Establish health facilities tailored to Aboriginal needs.	Fully supported
83	Co-invest in health and medical life sciences facilities, subject to business cases.	Fully supported



14 EDUCATION + TRAINING



SIS Sector: Education and Training

The SIS makes recommendations for improved infrastructure planning and delivery for schools across WA. These recommendations span the key stages of planning and delivery from utilising better data and systems to inform planning, to considering ways to optimise the location and build options for infrastructure and co-locating adjacent services such as childcare, health and community support services.

The SIS also emphasises the need to plan for and invest in the evolving skills and training requirements of the workforce. This includes encouraging partnerships across government agencies, relevant private training organisations and private industry when planning curriculum and

reviewing the SAMF's Strategic Asset Plan and Business Case guidelines.

The SIS recognises the importance of future investments targeting capacity and skills. It recommends increasing investments and industry co-contributions in training, equipment and software and encouraging apprenticeships and traineeships on public infrastructure projects by expanding the use of group training organisations.

State Infrastructure Strategy Recommendations

The SIS makes two recommendations related to education and training:

Recommendation 84

Improve school infrastructure planning and delivery that meets student needs.

Recommendation 85

Better plan for and invest in future skills and training.

What the WA Government is doing

The WA Government is committed to ensuring school infrastructure is fit for purpose and appropriate, while also meeting demand of a growing WA. The 2022-23 State Budget delivered nearly \$6 billion of funding for new schools and facilities, supporting students with disabilities and additional learning needs, and keeping schools open and safe during the COVID-19 pandemic.

Consistent with this investment in our education and training system, the WA Government has commenced work on a number of initiatives that align to the recommendations made by the SIS.

Such progress includes a business case for land acquisition for schools in greenfield areas which will be expanded to include inner and middle suburbs, continuing to develop internal

guidelines for planning for school sites, and an investigation into medium-rise and high-rise public schools, including progressing work on the planning for a new inner city primary school.

Further, the WA Government, through the Department of Education, utilises transportable buildings and modular build options, based on enrolment demand projections, as well as financial, construction and geographic factors. The WA Government recently announced a new \$15 million modular build to cater for growing Shenton College enrolments.

Encouraging collaboration between WA Government agencies and private industries is acknowledged as being vital to ensure that Western Australians

are receiving the correct training and skillset to meet industry demand, particularly for new industries. Recent collaborations by the Department of Training and Workforce Development in this space include working with the Department of Communities to respond to demand in the aged care and disability support sectors by developing reduced-fee programs for relevant skill sets and working with DJTSI to map skills shortages in consultation with private industry.

The WA Government is committed to investing in TAFE training equipment and software and will implement the \$25 million Investing in Modern Equipment for TAFE's program, which is in addition to individual TAFE's core asset replacement program. Furthermore, Government is investing \$47.6 million in a remedial works

program to support TAFE Colleges over 2022-23 to 2025-26.

Additionally, the WA Government commitment of \$32.4 million to the Group Training Organisation (GTO) wage subsidy scheme, will encourage and enable GTOs to engage apprentices to work on State Government projects over 2022 and 2023.

WA Government agencies take a collaborative approach to the planning and development of school infrastructure across WA. Specific programs of work in this field, such as the development and application of new software and systems, will be determined by the priorities and resources of Government.

Education and Training Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Education and Training recommendations, see page 72-74 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
84	Improve school infrastructure planning and delivery.	Partially supported
85	Plan for and invest in future skills and training.	Fully supported 85a Partially supported 85b-d

15

ARTS, CULTURE, SPORT + RECREATION



SIS Sector: Arts, Culture, Sport and Recreation

The SIS comments on historic challenges in prioritising and integrating Arts, Culture, Sport and Recreation (ACSR) infrastructure into government decision-making and the impact this can have on ACSR infrastructure investment, community access and economic opportunities. The SIS acknowledges recent government initiatives to address these issues including the release of the WA Cultural Infrastructure Investment Guidelines and the Economic Value of Cultural Infrastructure project, but notes it will be some time before best practice will be embedded for this sector.

The SIS acknowledges there has been several significant sporting and cultural infrastructure investments by successive governments in the past decade – which include the \$1.46 billion Optus Stadium and the \$400 million WA Museum Boola Bardip. The Community Sporting and Recreation Facilities Fund has also been an important source of financial assistance for community groups and local government authorities to improve infrastructure. However, intermittent and lower levels of investment over many years have meant that much of WA's ACSR infrastructure is aged, costly to maintain, or due for major upgrade or replacement.

The ACSR sector has a complex range of asset ownership, management and governance models. The fragmentation arising from multiple organisations operating at different levels can contribute to uncertainty about roles, responsibilities and funding.

Reflecting this assessment, the SIS focusses on the need for long term planning to support the ACSR sector and targeted investments on a number of state significant infrastructure projects.

State Infrastructure Strategy Recommendations

The SIS makes five recommendations centred on the ACSR sector:

Recommendation 86

Guide priorities, including infrastructure and investment needs by developing and publishing a 10+ year state arts and culture strategy.

Recommendation 87

Ensure equitable access to regional-level sporting infrastructure and inform investment priorities in the Perth and Peel regions and major regional centres.

Recommendation 88

Optimise use, improve accessibility and ensure facilities are fit for purpose by increasing investment in existing and new arts, culture, sport and recreation infrastructure.

Recommendation 89

Guide tourism precinct and infrastructure development and investment by developing and publishing a 10+ year state tourism strategy that sets a vision and targets for tourism growth and the associated infrastructure requirements.

Recommendation 90

Drive increased international and domestic visitation prior to the release of a 10+ year tourism strategy by investing in the 4 jewels in the crown of WA's tourism offering.

What the WA Government is doing

The WA Government has commenced work on the development of a 10+ year State Arts and Culture Plan, which will articulate the Government's values, key priorities, and commitments for the arts and culture sector. The plan will identify outcomes that culture and arts provide directly to the community, and alignment with policy priorities of the WA Government.

The development of the Arts and Culture Plan will be led by DLGSC, and will be guided by a working group including representatives from key sector and government stakeholders to fast-track progress.

A number of industry specific strategies will be aligned with the Arts and Culture Framework including (but not limited to):

- » Aboriginal Arts and Culture Strategy;
- » Screen Industry Strategy (currently

under development);

- » Creative Industries Strategy;
- » Sport and Cultural Infrastructure Strategy;
- » Regional Arts Strategy; and the
- » Arts and Culture Investment Framework.

The WA Government will develop a 10+ year regional level sporting facilities plan. This work will be undertaken in consultation with stakeholders such as the Growth Areas Perth and Peel (GAPP).

The WA Government will also work with local governments and state sporting associations to identify and plan regional level sporting infrastructure, particularly in the outer metropolitan urban growth areas. Following an assessment of the current provision and future requirements, the WA Government will develop a 10+ year regional level sporting facilities plan.

The State Sporting Infrastructure Plan (SSIP), reviewed in 2019, has been developed to serve as forward planning for the provision of infrastructure to service state, national and international level sporting competition. The SSIP includes a framework that supports infrastructure planning and development over the next 10 years, with planning principles that are consistent with the SAMF. Current capital works projects such as the State Football Centre, upgrade works to HBF Park, redevelopment of the WACA ground,

and the development of a dryland diving facility as well as planning for a State Hockey Centre, State Tennis Centre, and an integrated cultural and sporting hub are all contemplated in the SSIP.

The WA Government is committed to developing a State Tourism Strategy for tourism marketing and management in WA for the next ten years. Destination Management Plans (DMPs) for WA's five tourism regions have also commenced, which will inform tourism infrastructure destination planning and activation across the State.

In addition to the development of these important long-term plans, the WA Government is also progressing a number of priority cultural and sporting infrastructure investments, in line with its commitments.

A business case for the proposed Aboriginal Cultural Centre is being

prepared by the WA Government, informed by consultation with Aboriginal people across the State, and overseen by a project Steering Committee that includes Whadjuk Aboriginal Cultural Centre Cultural Authority representatives. The Aboriginal Cultural Centre will be located at the Terrace Road site near the Swan River and is projected to open in 2028.

The Aboriginal Cultural Centre is being planned and delivered through the use of a Cultural Knowledge Framework coordinated with SAMF. The WA and Commonwealth Governments have committed a combined \$104 million to the project.

The WA Government is also progressing a major redevelopment of the Perth Cultural Centre, with \$35 million allocated to the project, including \$2 million for an artwork installation on the Art Gallery of WA's Main Gallery. Building

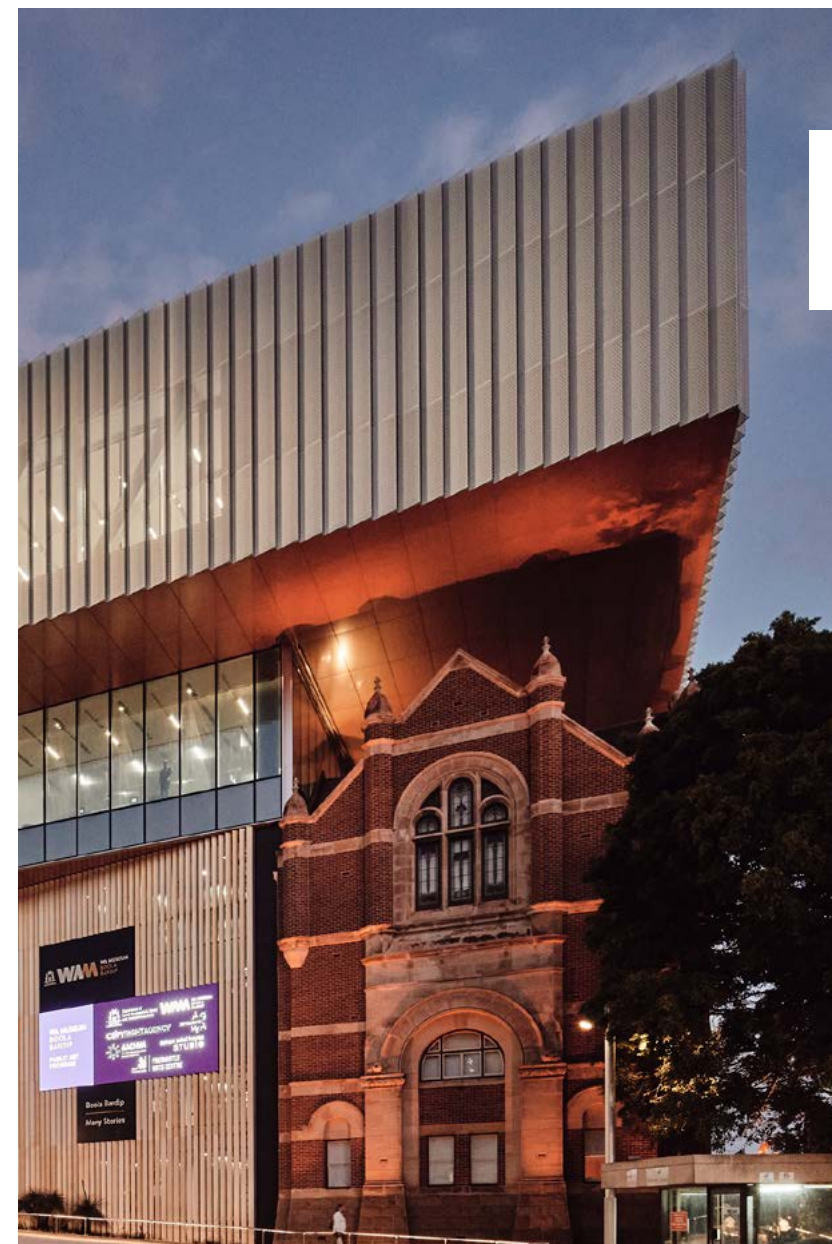
on the completion of Boola Bardip in late 2020, this redevelopment will rejuvenate Perth's Cultural Centre precinct to create vibrant, safe and attractive areas to connect Perth's cultural institutions and the surrounds, delivering improved liveability, cultural and tourism outcomes for the city.

The WA Government's long-term planning in the ACSR sector, combined with its current infrastructure investment priorities on the development of the Aboriginal Cultural Centre and redevelopment of the Perth Cultural Centre, highlights the importance of this sector to the State. This focus aligns strongly to the Government's economic development framework, Diversify WA, which has identified the tourism, events and creative industries as one of the WA Government's eight priority sectors.

Arts, Culture, Sport and Recreation Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Arts, Culture, Sport and Recreation recommendations, see pages 75-78 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
86	Develop and publish a 10+ year state arts and culture strategy.	Fully supported
87	Ensure access to regional-level sporting infrastructure and inform investment requirements in the Perth and Peel regions and major regional centres.	Fully supported
88	Optimise use, improve accessibility and ensure facilities are fit for purpose by increasing investment in existing and new arts, culture, sport and recreation infrastructure.	Fully supported
89	Guide tourism precinct and infrastructure development and investment by developing and publishing a 10+ year state tourism strategy that sets a vision and targets for tourism growth and the associated infrastructure requirements.	Fully supported
90	Drive increased international and domestic visitation prior to the release of a 10+ year tourism strategy by investing in the 4 jewels in the crown of WA's tourism offering, namely the Perth region (including Rottnest Island), South West region, Ningaloo Coast (including Exmouth) and Kimberley region (including Broome).	Fully supported



16 JUSTICE + PUBLIC SAFETY



SIS Sector: Justice

The SIS highlights the need for collaboration between Government agencies to enable effective planning and service delivery across the justice sector. The SIS focuses specifically on establishing and reporting on measures aimed at encouraging cross-agency collaboration to reduce demand for justice services and associated infrastructure. It recognises that improved planning that adopts a long-term view toward infrastructure requirements will support more effective and efficient service delivery across police, courts and correctional facilities. It outlines the importance of achieving effective collaboration between both government agencies and non-government providers and encourages opportunities for co-located services to be pursued.

The SIS emphasises the need to ensure infrastructure in the justice system is both contemporary and fit for purpose. It recognises that sound planning and prioritisation, supported by business case processes are key enablers to achieving high quality justice services and improving outcomes in alignment with WA Government policies.

State Infrastructure Strategy Recommendations

The SIS makes three recommendations related to Justice:

Recommendation 91

Reduce demand for police, courts and corrective services, and associated infrastructure by establishing and implementing specific cross-agency stretch targets, measures to achieve these targets and publicly reporting progress against these targets each year.

Recommendation 92

Improve infrastructure planning with a focus on the interdependencies of police, courts and correctional facilities.

Recommendation 93

Improve facilities and increase capacity by investing in fit for purpose and contemporary major justice and public safety infrastructure.

What the WA Government is doing

The WA Government is aware of the interdependencies which exist across a number of government agencies and service providers in the justice sector. Collaboration between the police services (WA Police), the law courts and legal services, and corrective services is vital to the delivery of a justice system which is efficient and effective, is trusted by the community, protects Western Australians, and provides offenders with appropriate representation and opportunities for rehabilitation.

Programs such as Target 120, and infrastructure investments such as the Armadale Court and Police Complex – a co-located court and front-line policing facility – is a demonstration of the capacity of Government agencies to undertake infrastructure planning that supports the interdependencies of police, courts and correctional facilities.

Government agencies maintain a number of agreements to enable management of shared assets, with both other government agencies as well as with non-government bodies.

The WA Government will continue to develop policy approaches that reduce the number of offenders in prison and returning to detention.

The WA Government will update and maintain the Long Term Custodial Infrastructure Plan to reflect current trends and government policies. It supports the ongoing collaboration between the Department of Justice and WA Police on aligning long-term asset planning.

In line with the SIS, the WA Government continues to invest in fit-for-purpose infrastructure across the justice portfolio, including:

- » planning for the WA Government Radio Network, following a \$60 million investment in part one of the multistage project. The focus of current work is to establish the requirements of relevant agencies for this initiative, and future work will establish a cross-government program and business case for future investment;
- » investing nearly \$48 million to upgrade police information and communications technology;
- » funding the \$10 million-plus expansion of air-conditioning at Roebourne Regional Prison; and

- » investing \$25.1 million towards improving services for youth in detention at Banksia Hill Detention Centre.

On specific infrastructure proposals, the Government is committed to the development of a business case for replacement of the Broome Regional Prison and the Department of Fire and Emergency Services Emergency Management Training Centre.

Justice Recommendations – WA Government Response

For further details, including information on WA Government commitments and actions to address Justice recommendations, see page 79-81 of the appendix.

	RECOMMENDATION	LEVEL OF SUPPORT
91	Reduce demand for police, courts and corrective services, and associated infrastructure by establishing and implementing specific cross-agency stretch targets, measures to achieve these targets and publicly reporting progress against these targets each year.	Partially supported
92	Improve infrastructure planning with a focus on the interdependencies of police, courts and correctional facilities.	Fully supported
93	Improve facilities and increase capability by investing in fit for purpose and contemporary major justice and public safety infrastructure.	Fully supported



APPENDIX

An aerial photograph of an industrial site, likely a mining or drilling operation, set in a vast, arid landscape. The terrain is characterized by reddish-brown soil and sparse, low-lying green and grey shrubs. In the center-right of the image, a large white drilling rig with a tall mast is positioned. To its right, a white truck is parked, and further right, a yellow and black truck is visible. Several smaller white pickup trucks are scattered around the site, with a few workers in high-visibility clothing standing nearby. The overall scene depicts a remote, active industrial facility in a desert environment.

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
DIGITAL CONNECTIVITY + TECHNOLOGY					
1	<i>Elevate WA's focus on accelerating digital transformation and the priority given to underlying connectivity infrastructure by:</i>				
1a-1d	<ul style="list-style-type: none"> a) allocating a lead state agency for digital technology adoption b) developing and implementing an integrated statewide plan for digital connectivity, supported by a prioritisation framework c) developing a collaboration model, adopting a coordinated WA Government approach to federal programs and private sector investment d) providing multi-year WA Government funding and leveraging Australian Government co-investment opportunities for initiatives. 	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The <i>Digital Strategy for the Western Australian Government 2021-2025</i> will deliver whole-of-government digital capabilities, focused on four strategic priorities (Better Services, Informed Decisions, Security, and Digital Inclusivity). Implementation is being led by the Office of Digital Government, within DPC. The <i>Digital Strategy</i> is supported by a \$900 million <i>Digital Capability Fund</i> and the <i>Digital Strategy Roadmap</i>, providing visibility over the Strategy's key initiatives driving WA's digital transformation. The WA Government will continue to investigate developing an integrated state-wide plan for digital connectivity.</p> <p>DPIRD will continue to implement the WA Government's \$48.6 million <i>Regional Digital Connectivity Program</i> (WARDCP) which leverages Commonwealth and state resources to expand mobile broadband and digital connectivity in WA's regions and remote areas. The WARDCP will expand WA's regional telecommunication assets, improve performance of existing infrastructure, and improve connectivity for disadvantaged communities.</p>	Underway	DPC (Office of Digital Government), DPIRD

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
2	<i>Apply a digital-first approach to all stages of the infrastructure lifecycle by:</i>				
2a-2c	<ul style="list-style-type: none"> a) developing a digital-first smart infrastructure policy b) amending the SAMF's SAP and Business Case Guidelines requiring application of the digital-first smart infrastructure policy to \$100M+ projects and programs c) undertaking annual public reporting on digitisation of infrastructure. 	Fully supported	<p>The WA Government supports a digital-first approach to all stages of the infrastructure lifecycle. DPC will investigate, with IWA, development of a digital-first smart infrastructure policy and consider its implications for infrastructure planning in WA. Where there is a requirement to develop an annual public reporting against initiatives this will be considered.</p> <p>Once this digital-first smart infrastructure policy is developed, DPC and Treasury will work with IWA to determine the most appropriate means to consider the alignment of proposed investments to government policy of the day.</p>	From 2023	IWA
3	<i>Improve cybersecurity practices for state-owned and regulated infrastructure owners and operators, including:</i>				
3a-3c	<ul style="list-style-type: none"> a) clearly articulating state and Commonwealth government cybersecurity obligations b) implementing mechanisms to mandate application of the Western Australian Cyber Security Policy by GTEs c) updating the SAMF's SAP and Business Case Guidelines to require infrastructure strategies, plans and business cases to comply with the <i>Western Australian Cyber Security Policy and Security of Critical Infrastructure Act 2018</i> (Cth). 	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>The <i>WA Government's Cyber Security Policy</i> ensures WA Government entities implement good fundamental cyber security practices and provides guidance that communicates requirements of public sector entities, including GTEs. The SAMF has been refreshed to simplify requirements, ensure scalability, make the documentation more user friendly, and reduce red tape.</p>	Completed	DPC (3a), Treasury (3b-c)

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
4	<i>Develop digital capabilities within state agencies and GTEs, including:</i>				
4a-d	<p>a) prioritising development of state privacy and information-sharing legislation</p> <p>b) establishing a whole of government digital platform</p> <p>c) developing a WA Government data management and asset information policy</p> <p>d) assigning a centralised lead state agency that is responsible for developing and retaining data science capabilities within government.</p>	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government is committed to progressing privacy and responsible information sharing legislation for the WA public sector. The WA Government continues to enhance protections of government held personal information of Western Australians implementing the information classification policy through the Strategy's Safe and Secure priority.</p> <p>The Office of Digital Government's Cyber Security Operations Centre will continue to lead, develop and support the whole of government cyber security resilience, fortifying WA's visibility of and response to cyber security threats.</p> <p>Landgate, as WA's land information authority, is working with the Office of Digital Government to progress the <i>Spatial WA program</i>.</p> <p>The Office of Digital Government will develop data manage and sharing guidelines, subject to development of legislation under recommendation 4a.</p> <p>The WA Government is committed to expanding initiatives attracting graduates with digital capabilities to the public sector. In 2022 the WA Government launched the <i>Interagency Data Science Graduate Program</i> (IDSP), to attract recent graduates with data analytic capabilities to the public sector. The Office of Digital Government's continued participation with Edith Cowan University's work integrated learning program (WILP), embeds high performing cyber security students within the Department's Cyber Security Unit. The IDSP and WILP place students at the forefront of WA's innovative projects and critical initiatives, establishing employment pipelines to meet the growing needs of digital capabilities within government.</p>	2024	DPC (Office of Digital Government) (4a-d), Landgate (4b)

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
5	<i>Undertake an assessment of WA's science and research infrastructure needs.</i>				
5		Fully supported	The WA Government, through DJTSI, will investigate WA's science and research infrastructure needs, as part of its existing activities focused on meeting applied / industry science and research needs in the State. Science and research infrastructure is a key enabler to support the diversification and decarbonisation of the WA economy.	2025	DJTSI

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
ABORIGINAL CULTURAL HERITAGE, WELLBEING + ENTERPRISE					
6	<i>Embed and support engagement with Traditional Owners and Custodians by:</i>				
6a-b	<p>a) developing and implementing engagement guidelines</p> <p>b) updating the SAMF's SAP and Business Case Guidelines to require preparation and publication of an Aboriginal engagement strategy for \$100M+ projects and programs.</p>	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>Recommendation 6(a) is fully supported. The WA Government already undertakes inclusive, genuine, and culturally appropriate engagement with Traditional Owners and Custodians for major infrastructure projects. For example, Westport and METRONET have comprehensive Aboriginal engagement strategies.</p> <p>The <i>Aboriginal Empowerment Strategy</i> provides guidance to WA Government agencies about how to engage effectively with Aboriginal communities.</p> <p>An update of the SAMF was completed in 2022, and agencies are required to demonstrate alignment with whole-of government plans, strategies and policies, including those that relate to Traditional Owners, Native Title, and engagement with Aboriginal and Torres Strait Islander peoples.</p> <p>As recommendation 6(b) has been addressed implicitly in the recent SAMF update, further updates to the SAMF's Strategic Asset Plan (SAP) and Business Case Guidelines to accommodate 6(b) are not considered to be necessary.</p>	Complete	DPC (6a), Treasury (6b)

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
7	<i>Strengthen application of the Aboriginal Procurement Policy, including:</i>				
7a-d	<p>a) establishing targets that also consider contract value</p> <p>b) providing updated guidance, education and training for procurement and other public sector officers involved in procurement decision-making</p> <p>c) implementing mechanisms to mandate application of the policy by GTEs</p> <p>d) setting new incremental procurement stretch targets in the policy over time.</p>	Not supported	<p>The WA Government's <i>Aboriginal Procurement Policy</i> is a longstanding and accepted policy, which is achieving its intended objectives. The Policy was updated in 2021, introducing increased targets for contracts and the inclusion of Aboriginal participation requirements for contracts.</p> <p>The WA Government does not have any immediate plans to further update the policy but will do so in future as the need arises.</p> <p>The recommendation to establish targets that consider contract value is not supported. In its Aboriginal Procurement Policy Impact Review, DoF assessed that there is a larger potential benefit if the targets are based on the number of contracts as opposed to a monetary value. A monetary value or 'carve out' could result in a smaller number of contracts awarded to larger Aboriginal businesses, disadvantaging smaller businesses.</p> <p>DoF continually engages with public sector agencies to support procurement in line with the Aboriginal Procurement Policy.</p> <p>While the GTEs are not subject to the <i>Procurement Act 2020</i>, DoF will engage with GTEs that are willing to adopt the <i>Aboriginal Procurement Policy</i> where they do not already have relevant procurement policies in place.</p> <p>The Government Trading Enterprises Bill 2022, which is currently progressing through the Parliament and is expected to take effect from 1 July 2023, will provide the Responsible Minister with the capacity to compel GTEs to comply with the Aboriginal Procurement Policy via a Policy Order, should the need for such action be demonstrated.</p>	n/a	DoF (7a, b, d), Treasury (7c)
8	<i>Progressively build capacity and capability of Aboriginal businesses by developing and implementing complementary and proactive measures.</i>				
		Fully supported	Existing WA Government actions fulfil this recommendation, through the <i>Aboriginal Business Capability Program</i> .	2024	DoF

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
9	<i>Improve the quality and resilience of infrastructure and services provided in remote Aboriginal communities and town-based reserves, including:</i>				
9a-i	<p>a) developing a sustainable funding model and investment framework that considers whole of lifecycle asset costs for state government infrastructure</p> <p>b) ensuring state agencies and GTEs share information relating to the delivery of state government infrastructure and services</p> <p>c) investigating opportunities for the private sector to fund, deliver, operate and maintain infrastructure and services</p> <p>d) evaluating the outcomes of the Bidyadanga Land Activation Pilot Project and assess suitability of for application in other remote Aboriginal communities</p> <p>e) accelerating the regularisation of water and wastewater services to the Water Corporation and power services to Horizon Power</p>	Fully supported	<p>The WA Government is committed to improving the quality and resilience of infrastructure services provided in remote Aboriginal communities and town-based reserves, including the <i>National Agreement on Closing the Gap</i> target 9b. In doing so, the WA Government will consider the points outlined in recommendation 9a-i, and determine the agencies and GTEs best positioned to lead and support this work.</p> <p>To facilitate this outcome the WA Government has already committed \$350 million for the <i>Remote Communities Fund</i> to improve essential water and electricity services and improve housing and municipal services availability in Aboriginal communities.</p> <p>The WA Government is progressing the transfer responsibility for power, water and wastewater services to remote and town-based Aboriginal communities from the Department of Communities (DoC) to the State-owned utilities Horizon Power and the Water Corporation.</p> <p>The WA Government will investigate land tenure reform to unlock land for future land use activities – including an evaluation of the Bidyadanga Land Activation Pilot project.</p>	2024	DPLH, DoC, DPC, Horizon Power and Water Corporation

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
	<p>f) establishing and implementing a tiered regulated water, wastewater and power service standard for remote settlements</p> <p>g) clarifying the roles and responsibilities of relevant entities for provision of municipal infrastructure and services</p> <p>h) determining appropriate funding arrangements for the provision of municipal infrastructure and services</p> <p>i) investigating and pursuing opportunities for local Aboriginal residents to be trained to deliver operations and maintenance services for infrastructure.</p>				

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
CLIMATE CHANGE + SUSTAINABILITY					
10	<i>Implement the WA Government's policy for net zero emissions by 2050, including:</i>				
10a-c	<p>a) strengthening the net zero emissions by 2050 aspiration to become a firm target and establishing interim emissions reduction targets</p> <p>b) preparing and implementing net zero transition plans</p> <p>c) preparing and implementing sectoral emissions reduction strategies.</p>	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>The WA Government has set a target to achieve net zero emissions by 2050, underpinned by the delivery of initiatives under the <i>Western Australian Climate Policy</i>. In June 2022, the WA Government announced an interim target to reduce the emissions of the State public sector by 80 per cent by 2030.</p> <p>Further to this, the \$1.25 billion <i>Climate Action Fund</i> will support future de-carbonisation work and other emerging climate action-related initiatives.</p> <p>The WA Government, led by DWER, is developing a series of <i>Sectoral Emissions Reduction Strategies</i> (SERS), centred on the identification of credible pathways to achieve the WA Government's target of net zero emissions by 2050.</p>	From 2022	DWER

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
11	<i>Strengthen and expand WA Climate Policy programs to develop carbon farming and sequestration markets, including:</i>				
11a-c	<p>a) assigning a lead state agency to coordinate the program of works, including development of a WA carbon farming strategy and carbon farming industry development plan</p> <p>b) exploring opportunities to expand carbon farming to government-managed land outside of the conservation estate</p> <p>c) supporting Aboriginal empowerment through land management and custodianship in carbon farming initiatives.</p>	Partially supported	<p>The WA Government supports measures to improve the use of carbon farming and carbon sequestration markets in WA. In the short term this will be addressed through the development of a SERS for the Land Use, Land Use Change, and Forestry sector with further, broader work programs to be determined by relevant line agencies. This will include specific consideration of Aboriginal empowerment through land management and custodianship in carbon farming initiatives.</p> <p>The WA Government does not consider there is merit in assigning a lead state agency to coordinate a program of works at this point in time. For this reason, the recommendation is only partially supported.</p>	2032	DPLH, DBCA, DPIRD

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
12	<i>Implement a state-wide approach to climate change adaptation for existing infrastructure, including:</i>				
12a-d	<ul style="list-style-type: none"> a) expanding the Climate Science Initiative to require statewide coverage and update it regularly b) requiring all state agencies and GTEs to develop climate change adaptation plans c) developing guidance to progress the further development of sectoral adaptation actions d) requiring relevant state agencies and GTEs to develop sectoral adaptation plans. 	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>The <i>Climate Change Adaptation Strategy</i> for WA is due to be finalised in 2023. This will give due consideration to an expansion of the <i>Climate Science Initiative</i>.</p> <p>DWER and Treasury are developing a <i>Climate Risk Framework</i> (CRF) to monitor, assess and report on implications of climate change on the State's finances, infrastructure, physical assets and service delivery. The CRF will inform climate risk assessments and preparation of adaptation plans by state agencies and GTEs.</p> <p>DoH will work with DWER to complete the <i>Health Sector Adaptation Plan</i> pilot, a project under the <i>Western Australian Climate Policy</i>. Further work developing climate change adaptation plans will be considered by the WA Government following completion of the pilot project from 2024.</p>	From 2023	DWER

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
13	<i>Implement methods of accountability and coordination across state agencies and GTEs, including:</i>				
13a-c	<p>a) annual public reporting of progress on mitigation and adaptation actions via responsible Ministers</p> <p>b) introducing infrastructure-related mitigation and adaptation actions performance measures in DG and CEO accountability mechanisms</p> <p>c) regular public reporting of the state's emissions, and estimated emissions reductions through implementing sectoral emissions reduction strategies.</p>	Partially supported	<p>The regular public reporting of the state's emissions, and estimated emissions reductions through implementing sectoral emissions reductions strategies, is in place. The Commonwealth Department of Climate Change, Energy, the Environment and Water prepares annual emissions inventories for states and territories and is considering options for quarterly state-level emissions reports. This reporting is informed by the <i>National Greenhouse and Energy Reporting Framework</i>, a Commonwealth Government responsibility. For this reason the WA Government only partially supports this recommendation.</p> <p>As part of the development of the SERS, consideration will be given to additional reporting to ensure this adds value to, and does not duplicate, the Commonwealth Government's reporting.</p> <p>Further consideration of recommendation 13b is required at this point in time. For this reason, the recommendation is only partially supported.</p>	2023	DWER

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
14	<i>Incorporate sustainability into the SAMF, including:</i>				
14a-c	<p>a) updating the SAP Guidelines to require state agencies and GTEs to include projects and actions identified in climate change strategies and plans in their SAPs</p> <p>b) updating the Business Case Guidelines for \$100M+ projects and programs to require business cases to:</p> <ul style="list-style-type: none"> quantify Scope 1, 2 and 3 emissions align to emission reduction goals and pathways demonstrate potential climate change impacts and adaptation actions <p>c) updating the Business Case Guidelines for \$100M+ projects and programs to require completion and publication of sustainability tool certification.</p>	Partially supported	<p>An update of the SAMF was completed in 2022, and agencies are required to demonstrate alignment with whole-of government plans, strategies and policies, including those that relate to climate change and sustainability.</p> <p>Further changes to the SAMF in respect of projects and programs needing to align to emission reduction goals and pathways require further consideration by the WA Government, prior to a formal decision being made. Treasury and IWA will work to develop this policy advice. For these reasons, this recommendation is only partially supported.</p>	From 2022	Treasury, IWA

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
15	<i>Develop a sustainability bond framework.</i>				
15		Fully supported	Existing WA Government actions align with this recommendation. The WA Government, through the WATC and supported by a cross-governmental working group, is progressing the development of a <i>Sustainability Bond Framework</i> . Work is expected to progress throughout 2023, with a final framework to be issued once these works are complete.	2023	WATC
16	<i>Develop and implement a shared environmental and heritage information system for priority locations.</i>				
16		Partially supported	The WA Government has invested in several systems to make biodiversity data more discoverable, accessible and useable. DWER has recently launched the first release of <i>Environment Online</i> , a secure digital platform for assessments, approvals, and compliance. Further development of this platform would be subject to the development of a business case for additional funding.	From 2022	DWER
17	<i>Replace the current system of acquiring environmental offsets separately for major projects with a coordinated bioregional approach, including:</i>				
17a-b	a) identifying priority conservation areas b) implementing and administering centrally coordinated funds.	Fully supported	Existing WA Government actions align with this recommendation. The WA Government is moving to a more strategic regional approach for implementing offsets. This includes identification of priority areas for restoration and acquisition, and improving the governance and operation of a centrally coordinated fund.	From 2022	DWER

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
18	<i>Develop an overarching urban forest program, including:</i>				
18a-e	<ul style="list-style-type: none"> a) assigning a lead state agency b) embedding program evaluation c) extending the existing Urban Canopy Grant Program d) partnering with local governments, community groups and other land managers e) further reviewing existing planning policy settings with regards to the treatment of trees in new greenfield and infill developments. 	Partially supported	As part of considering priorities for climate adaptation, the WA Government will assess the merit of a State-level urban forest program. DPLH's program of policy review, including instruments that guide treatment of trees in greenfield and infill development is ongoing. For this reason, the WA Government only partially supports this recommendation.	2024 (a; c-e) From 2022 (b)	DPLH, WAPC

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
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REGIONAL DEVELOPMENT

19 Implement a regional development strategic framework that identifies state and regional priorities and guides whole of government action and investment.

19		Partially supported	<p>The WA Government, through DPIRD and the nine Regional Development Commissions, are currently progressing the <i>Regional Development Portfolio Plan</i>. It outlines a vision for regional development; roles within government; barriers and opportunities; with an overarching objective of providing a whole of government approach to regional economic development.</p> <p>Development of a regional development framework is critical to optimise economic development and address a range of social and economic challenges. However, the timeframe of the recommendation is not realistic, given the complexity of interrelated streams of work. For this reason, the WA Government only partially supports this recommendation.</p>	2025	DPIRD
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	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
20	<i>Improve the transparency of government regional investment by reporting all regional expenditures and geographic distribution in the State Budget.</i>				
20		Partially supported	<p>Treasury already identifies and reports on capital expenditure by region in Budget papers, but the scope of this activity is constrained by the capacity of Treasury's budget information systems and agencies' asset management systems to deal with expenditure on a geographical basis where infrastructure such as roads, powerlines and pipelines span more than one region.</p> <p>Recurrent expenditure is usually state or region wide and is not readily attributable to geographic locations for most agencies. It would require significant additional enhancements to Treasury's and agencies' financial and budgeting systems and significant additional administrative burden for agencies. As such, further regional reporting beyond what is provided at present is not considered achievable or value for money at this point in time. Treasury will continue to work with agencies to improve available information. The WA Government notes there is significant information already published each year, including Regional Budget Fact Sheets, and a dedicated chapter on regional investment in the Budget.</p>	2023	Treasury

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
21	<i>Develop regional social services and infrastructure models that are more responsive to the changing needs of communities across regional WA, by:</i>				
21a-d	<p>a) applying integrated, place-based approaches that allow social service state agencies to better coordinate and co-locate services and infrastructure</p> <p>b) investigating the application of a hub-and-spoke approach</p> <p>c) piloting potential regional social service and infrastructure models</p> <p>d) undertaking a social services and infrastructure needs assessment.</p>	Partially Supported	<p>Existing WA Government actions align with this recommendation.</p> <p>Through the <i>State Commissioning Strategy for Community Services</i>, launched by the Minister for Finance in August 2022, the WA Government is working to change the way it delivers community services to drive a more holistic and sustainable community services system that puts service users at the heart of the approach. The WA Government considers this work will deliver responsive regional social service and infrastructure models in line with the recommendation's intent.</p> <p>The WA Government has also committed to pursuing Place-based Partnerships (PBPs), both as a signatory to the <i>National Agreement on Closing the Gap</i> and under the <i>Aboriginal Empowerment Strategy</i>.</p> <p>The WA Government's <i>Aboriginal Empowerment Strategy</i> and the <i>National Agreement</i> commits the WA Government to increasing the proportion of services to Aboriginal people that are delivered by Aboriginal Community Controlled Organisations (ACCOs), through building strong ACCO sectors, and policies to support ACCOs as preferred service providers to Aboriginal people. Services should be place-based and responsive to local needs and circumstances and integrate policy and services across portfolios to maximise the effectiveness of services to Aboriginal people.</p> <p>Under the <i>Aboriginal Empowerment Strategy</i>, all government agencies have responsibility for delivering results by coordinating with each other, Commonwealth and local governments, the private sector, and the broader community.</p>	2027	DPC, DPIRD, DoC, DoF

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
PLANNING AND COORDINATION					
22	<i>Review the effectiveness of existing and proposed infrastructure facilitation and coordination models within 5 years of operation.</i>				
22		Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government continuously reviews its approach to infrastructure coordination and facilitation, including the effectiveness of existing and proposed models. This will also be considered as part of the next <i>State Infrastructure Strategy</i>, due in 2027.</p>	2032	IWA
23	<i>Establish a single digital government approvals system, including:</i>				
23a-b	<p>a) providing a single access platform that offers standardised information for infrastructure approvals</p> <p>b) staging updates to the platform, to create a single lodgement portal.</p>	Partially supported	<p>The WA Government will implement the reform priorities of Streamline WA, including further developing Approvals WA, a single point of access platform that provides approvals information across key project approvals (e.g., environment/mining, aquaculture, liquor, planning and tourism).</p> <p>The staged improvement of Approvals WA is linked to agency transition into Gov Next and wa.gov.au domains and is a precursor to a high standard of digital service delivery for approvals.</p> <p>Further consideration of the merits of providing a single digital government approvals system is required, including reviewing business systems in approvals agencies. For this reason, this recommendation is only partially supported.</p>	2026	Treasury

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
24	<i>Implement a program to review and modernise relevant infrastructure-related legislation and progress targeted amendments.</i>				
24		Partially supported	The WA Government will review relevant legislation as part of the Streamline WA program. Streamline WA's current legislative reform agenda includes targeted reform in planning, environment, Aboriginal cultural heritage, land and public works, water resources management, mining and Swan and Canning Rivers. Given the above, a separate reform program specific to infrastructure would be unnecessarily duplicative and resource intensive. For these reasons, this recommendation is only partially supported.	2027	Treasury

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
25	<i>Prepare and implement an urban consolidation action program, including:</i>				
25a-g	<p>a) identifying significant barriers to increasing urban consolidation and developing a clear roadmap that outlines intended outcomes, responsibilities and time frames</p> <p>b) reviewing and adjusting policy settings to support infill locations</p> <p>c) planning incentives that support infill development</p> <p>d) implementing purchaser support to facilitate increased infill development</p> <p>e) providing funding and support for development of precinct plans for key infill locations</p> <p>f) identifying and prioritising infrastructure capacity upgrades and coordination needed to support infill development</p> <p>g) transparently reporting progress towards achieving infill targets.</p>	Partially supported	<p>The WA Government is implementing a number of projects and initiatives which align with this recommendation.</p> <p>DPLH and WAPC are working to:</p> <ul style="list-style-type: none"> • implement the <i>Perth and Peel @ 3.5 million</i> suite of land use planning and infrastructure frameworks; • support METRONET Station Precinct planning; • identify infrastructure barriers through strategic planning activities; • review and implement relevant policies such as the Design WA suite of State Planning Policies for Precinct Design, Residential Design Codes for Apartments and Medium-Density, as well as those related to provision of public open space; • consider planning incentives through planning reform; and • regularly report on progress against the plan through the Urban Growth Monitor. <p>Given these existing efforts underway, a specific urban consolidation action program is not required at this point in time. For this reason, the recommendation is only partially supported.</p>	2025	DPLH, WAPC

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
26	<i>Embed rigorous infrastructure appraisal in the planning decision-making framework, including:</i>				
26a-d	<p>a) underpinning future reviews of <i>Perth and Peel @ 3.5 million</i> and development of integrated regional plans (see Rec 28) with analysis of the capital and operational costs of infrastructure provision and the extent this will likely be carried by the state</p> <p>b) staging and prioritising development fronts and identifying a clear implementation strategy in land-use plans</p> <p>c) preparing infrastructure servicing plans where proponents seek to depart from staging plans or are outside land identified for future development</p> <p>d) ensuring rezoning proposals for greenfield land are considered in the context of land supply and demand.</p>	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p><i>Perth and Peel @ 3.5 Million</i> land use planning and infrastructure frameworks remains the overarching planning strategy for the Perth and Peel regions.</p> <p>The focus of the WA Government at this time is on implementation of this strategy, including urban consolidation, delivery of METRONET station precincts, and de-constraining of infill development sites.</p> <p>Future reviews of the <i>Perth and Peel @ 3.5 Million</i> frameworks will continue to include an evidence-based analysis of the long-term infrastructure needs of the region.</p> <p>The <i>Perth and Peel @ 3.5 Million</i> land use planning and infrastructure frameworks include staging provisions with criteria for any proposal that is not sequential or inconsistent with staging, including agreed funding arrangements with essential service providers.</p> <p>DPLH already undertakes significant monitoring of the urban development front and provides information and advice to industry and service agencies, including through <i>WA Tomorrow, Urban Development Program suite of products</i> (including the Regional Land Supply assessments). No further action is required.</p>	2032	DPLH, WAPC

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
27	<i>Prepare a city opportunity plan that sets an agreed strategic framework for the Perth CBD and immediate surrounds, including:</i>				
27a-b	<p>a) developing a clear and compelling long-term vision for the city</p> <p>b) identifying major precincts, other significant redevelopments and infrastructure that will contribute to city growth and activation.</p>	Fully supported	<p>The WA Government will continue to focus its efforts on delivery of the \$1.5 billion <i>Perth City Deal</i> in partnership with the Commonwealth Government and City of Perth.</p> <p>The <i>Perth City Deal</i> provides vision and certainty for the Perth CBD by capitalising on its natural, historical and cultural strengths, and adding vibrancy and amenity to support economic, social and environmental sustainability for the future.</p> <p>The <i>Perth City Deal</i> provides the framework for the identification of major precincts in the Perth CBD, and the associated investment, redevelopment and infrastructure that will contribute to city growth and activation.</p> <p>In addition, the WA Government will continue to explore opportunities to align State and Local Governments efforts supporting redevelopments, infrastructure delivery and other activities that contribute to the growth and activation of the Perth CBD. This includes progression of the <i>City of Perth Local Planning Strategy</i>, and development of a Strategic Plan with the City of Perth as part of the <i>Perth City Deal</i>.</p>	2025	DPC, DPLH, WAPC
28	<i>Progressively prepare in order of priority, 20-year integrated regional plans.</i>				
28		Partially supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government is developing long-term regional plans. DPLH and WAPC are preparing eight regional planning strategies that are proportionate to the scale and development needs of the regions which are subject to the plans. The WA Government does not consider it appropriate or suitable at this point in time to develop 20-year integrated regional plans given the dynamic nature of regional economic development, and the level of resource and length of time taken to develop 20-year plans. For this reason, the recommendation is only partially supported.</p>	Underway	DPLH/WAPC

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
29	<i>Establish and implement state priority areas, including:</i>				
29a-c	<p>a) developing and publishing a prioritisation framework</p> <p>b) endorsing the framework and state priority area locations at a whole of government level</p> <p>c) extending the redevelopment functions and powers of the <i>Metropolitan Redevelopment Act 2011</i> to non-metropolitan areas.</p>	Not supported	<p>The WA Government considers that existing prioritisation frameworks are sufficient to meet the intent of this recommendation.</p> <p>These include the annual State Budget process, long term planning strategies and schemes, and the evolving priorities of Government. The WA Government does not support the suggestion to develop and publish a single prioritisation framework, as this would risk constraining the capacity of the State to respond flexibly to changing circumstances.</p> <p>The WA Government does not support extending the redevelopment functions and powers of the <i>Metropolitan Redevelopment Act 2011</i> to non-metropolitan areas at this point in time.</p>	-	DJTSI, DPLH
30	<i>Ensure the protection of strategic land uses, infrastructure and resources inputs by:</i>				
30a-c	<p>a) finalising and gazetting the draft <i>SPP4.1 – Industrial Interface</i></p> <p>b) reviewing the EPA's Guidance Statement 3 to align with the finalised <i>SPP4.1</i></p> <p>c) protecting, preserving and maintaining flexible uses in key industrial sites.</p>	Partially supported	The WA Government notes that <i>SPP4.1</i> has been gazetted. DPLH will continue to support the Industrial Land Authority through the Industrial Lands Steering Committee, to ensure there is adequate development-ready industrial land available across WA.	From 2022	DPLH/WAPC (30a, c), DWER/EPA (30b)

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
30d	d) reviewing the effectiveness of <i>SPP2.4</i> and the updated <i>SPP4.1</i> after 5 years.	Not supported	DPLH is committed through planning reform initiatives to undertake monitoring of outcomes and regular review (no later than 10 years) of all State Planning Policies. <i>SPP 2.4</i> and <i>SPP 4.1</i> have only recently been finalised and it is not considered practical to commit to acceleration of the review of particular State Planning Policies as there is an ongoing, established review cycle. A five-year review horizon also risks reviewing the effectiveness of policies which are only starting to take effect through subdivision and development outcomes. For this reason, the WA Government does not support this part of the recommendation.	-	DPLH
30e	e) updating and maintaining basic raw material resource mapping.	Fully supported	Existing WA Government actions fulfill this recommendation. DMIRS already undertakes basic raw material mapping (BRM) for important BRM resources, including for those priority resource areas close to areas of development. Fundamental BRM mapping already exists and is published.	Completed	DMIRS

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
31	<i>Facilitate and coordinate investment in industrial and technological precincts by:</i>				
31a-d	<p>a) prioritising the finalisation of land assembly, approvals, development contribution arrangements and other preparatory works</p> <p>b) applying state land use planning system tools in a more consistent and proactive manner to industrial and technological precincts</p> <p>c) establishing an assessment process for the funding of strategic enabling infrastructure that facilitates private investment (consistent with Rec 40)</p> <p>d) planning for long-term land needs, with a priority on additional heavy industrial land in the Perth metropolitan area, and completing investigations into the South West Advanced Manufacturing and Technology Hub.</p>	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government, through the Industrial Land Authority, will continue to facilitate and coordinate investment in industrial precincts (including SIAs).</p> <p>DJTSI is the lead agency responsible for the economic development and policy enablers for SIAs. DJTSI works closely with Development WA to obtain funding and undertake land assembly activities to de-constrain SIAs and make them ready for lease to strategic industries.</p> <p>DPLH and WAPC have proactively undertaken strategic planning exercises, for example in Muchea and Bullsbrook, to bring forward industrial land planning.</p> <p>The WA Government's program of work with respect to the Global Advanced Industries Hub, supported by a Ministerial Taskforce and Industry Reference Group, demonstrates the WA Government's commitment to delivering on this recommendation.</p> <p>The South West Development Commission is undertaking a feasibility study, including market and site options analysis and detailed costings, into establishing an advanced manufacturing and technology hub in the South West.</p>	2026	DJTSI, DPLH/ WAPC, SWDC

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
32	<i>Develop and implement a shared-use policy framework and practical guidelines for multi-user infrastructure corridors and facilities.</i>				
32		Partially supported	The WA Government, through IWA, in consultation with DPLH and other relevant agencies, will undertake further research and provide advice to the WA Government to inform a policy decision on multi-user infrastructure corridors. For this reason, this recommendation is only partially supported.	2032	IWA
33	<i>Identify and secure strategic sites, including:</i>				
33a	a) establishing a fund for regional land acquisition.	Partially supported	The WA Government's <i>Metropolitan Region Investment Fund</i> provides the capacity to do this within the Perth Metropolitan Area. DPLH, WAPC, IWA and Treasury will determine an appropriate lead agency and implementation approach and provide advice to the WA Government prior to a decision being taken to move forward on this policy. For this reason, the WA Government only partially supports this recommendation.	2024	DPLH
33b	b) centrally coordinating strategic infrastructure site identification.	Fully supported	Existing Government actions fulfil with this recommendation. DPLH has the legislative means to deliver land tenure to facilitate strategic infrastructure projects (where required). DPLH is progressing amendments to the <i>Land Administration Act 1997</i> and <i>Public Works Act 1905</i> which will improve land tenure approvals and projects. DPLH seeks to deliver the greatest value to the State when seeking to make use of, repurpose or sell surplus Crown land. The highest and best use of the land is a priority when considering its appropriate future use or divestment which may be based on an economic, environmental, or social values that align with current WA Government priorities.	Complete	DPLH

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
34	<i>Establish a single, agreed set of common planning assumptions, including:</i>				
34a-d	<p>a) providing, at a minimum, assumptions on population, demographics, housing, economy, employment, human services use, utilities use, transport, land use and climate</p> <p>b) setting out agreed data sets and guidance material for their application</p> <p>c) embedding them in the SAMF's SAP and Business Case guidelines as required for use</p> <p>d) updating them regularly and making them publicly available.</p>	Partially supported	DPLH prepares and issues common population, demographics, housing and other data and makes these available to relevant agencies to inform planning and business case development. Treasury has a central role in review of these parameters (among others) as part of the annual State Budget process, including review of business cases underpinned by these parameters. Other agencies maintain and make public relevant data which addresses the recommendation made by IWA. Further progress towards centralisation and publication of this data is not being considered at this point in time. On this basis, the WA Government only partially supports this recommendation.	2024	DPLH

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
35	<i>Improve 2-way public and private sector information sharing about infrastructure capacity by:</i>				
35a-b	<p>a) developing statements of opportunity</p> <p>b) undertaking place-based assessments of future public and private sector infrastructure intentions with an initial pilot conducted on the Pilbara.</p>	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government recognises the value of information sharing on infrastructure between the public and private sectors. WA Government agencies and GTEs regularly consult with and engage with a broad cross-section of stakeholders on infrastructure matters. WA also has a range of mechanisms to interact with the private sector with respect to infrastructure needs and opportunities, including Problem and Opportunity Statements, the <i>MLP policy</i>, Government tendering and contracting, and regular government engagement activities.</p> <p>In 2023, the WA Government will publish its first SIP. The annual SIP will include an overview of the WA Government's proposed significant infrastructure investments over the period covered by the Budget (four years), and then, where known, the expected needs, and challenges over the remainder of the subsequent six years.</p> <p>In addition, IWA continually engages with industry to understand public and private sector views on infrastructure capacity. In the second half of 2022, IWA undertook a series of dedicated market capacity workshops to better understand the current challenges in infrastructure delivery.</p>	From 2026	IWA

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
36	<i>Support improved infrastructure planning and decision-making by:</i>				
36a-b	<p>a) establishing a mechanism to embed and communicate the required use of and compliance with the SAMF</p> <p>b) ensuring business case decision-making is considered by Cabinet's ERC and that business cases contain content as required by the SAMF.</p>	Fully supported	<p>Existing WA Government actions can fulfil this recommendation. Compliance with the SAMF is currently required by the ERC and Cabinet handbooks.</p> <p>Existing mechanisms provide opportunities for agencies to access funding from central government for prioritised business cases through the Budget process.</p>	Complete	Treasury
36c	c) providing a centralised fund to support development of prioritised business cases.	Not supported	The recommendation to introduce a centralised fund to support the development of business cases is not supported. Infrastructure agencies already have the capacity to fund their development of business cases. Existing mechanisms provide opportunities for agencies that do not normally have the capacity to fund the development of significant business cases to access funding from central government, for prioritised business cases through the Budget process.	-	Treasury
36d; 36f	<p>d) updating the SAMF's Business Case Guidelines to require consideration of interrelated infrastructure needs with other state agencies and GTEs</p> <p>f) updating the SAMF's SAP and Business Case guidelines to strengthen requirements to demonstrate consideration of this Strategy and relevant strategic planning documents in the development of SAP and business case content.</p>	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>The SAMF has already been refreshed with a focus on simplicity, scalability and reducing red tape, while referencing relevant government policies. This includes a requirement for agencies to outline any interdependencies of a proposal to other government projects and commitments, including its response to the SIS.</p>	Complete	Treasury

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
36e	e) requiring a benefits management plan be completed, and ensuring IWA undertakes a post-completion review for all projects and programs required to undergo MIPA.	Partially supported	<p>Treasury, DPC and IWA will work together to investigate the merits of all projects and programs required to undergo <i>Major Infrastructure Proposal Assessment</i> (MIPA) to have a benefits management plan and post-completion review.</p> <p>A WA Government decision will then be made as to the effectiveness and value of implementing this initiative. For these reasons, this part of the recommendation is only partially supported.</p>	From 2022	IWA
36g	<p>g) ensuring SAPs are at the centre of an annual process involving:</p> <ul style="list-style-type: none"> i. systematic analysis of all SAPs by Treasury and IWA ii. undertaking analysis and preparing content to inform the annual 10-year state infrastructure program iii. engagement by Treasury to provide feedback for ongoing improvement. 	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>Treasury already provides feedback to agencies on annual SAP, with a focus on improving long-term asset planning and delivery with public sector agencies and GTE. The annual SAP process represents an opportunity for agencies to improve their asset management practices.</p> <p>Treasury will continue to explore how SAPs could be better integrated into business planning and decision-making processes and will support agencies in raising their overall quality and recognition of their usefulness in investment decision making. More recently, IWA has also commenced engaging with public sector agencies to support SAP quality improvements, and the capabilities within agencies to prepare the SAPs.</p>	Complete	Treasury

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
INFRASTRUCTURE DELIVERY					
37	<i>Strengthen project assurance processes, governance and public sector skills for the delivery of major projects by:</i>				
37a	a) developing a risk-based project assurance process.	Fully supported	Existing WA Government actions align with this recommendation. A project assurance framework will be finalised for review by the Gateway Steering Committee and other stakeholders prior to consideration by Government. DoF has prepared a draft project assurance framework for WA. Following review and engagement with relevant stakeholders this framework will be used by government.	2023	DoF
37b	b) ensuring chairs of major project steering committees have time to prepare for, attend and lead steering committee meetings and deliberations.	Fully supported	Existing WA Government actions fulfil this recommendation. Existing steering committee governance includes consideration of the time commitments of project leaders.	Complete	DoF

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
37c-d	<ul style="list-style-type: none"> c) enhancing the capacity of DoF to provide expert teams within less-experienced state agencies and GTEs d) developing and rolling out project management standards for adoption by state agencies and GTEs. 	Partially supported	<p>The WA Government, through DoF, is committed to existing measures to increase project management capability and capacity within the public sector and improve project management governance and accountability.</p> <p>This includes the introduction of the <i>Procurement Act 2020</i>, which establishes a whole-of-government framework for increasing support and training for works procurement; the IDU, which oversees and supports agencies with project delivery responsibilities; and the establishment of the various project management practice and delivery steering committees and working groups.</p> <p>The application of this approach to GTEs is not supported, as the WA Government's decision to establish the IDU does not extend to this sector or the Transport portfolio.</p>	From 2022	DoF
38	<i>Make incremental improvements to procurement policies and practices, including:</i>				
38a-b; 38e	<ul style="list-style-type: none"> a) further developing and implementing procurement models for major projects b) implementing contract packaging strategies that support market participation e) considering and implementing program procurement approaches. 	Fully supported	The WA Government, through DoF, continually makes incremental improvements to procurement policies.	Complete	DoF

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
38c	c) developing a policy under which the WA Government would contribute to all or part of the bid costs of unsuccessful tenderers.	Not supported	Contributing to all of part of the bid costs of unsuccessful tenderers is not a priority of the WA Government at this time, as it is expected the development and implementation of a policy of this kind would require substantial new funding. For these reasons, this recommendation is not supported.	n/a	DoF
38d	d) further reviewing and refining the <i>Market-led Proposals Policy (MLP)</i> .	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>Changes to the <i>MLP Policy</i> have been made to improve the efficiency and transparency of the process, including:</p> <ul style="list-style-type: none"> • reducing duplication so the MLP process includes only two stages rather than the current three; • utilising a 'fast fail' mechanism that allows the WA Government to quickly decline proposals that are not aligned with WA Government priorities, or are unsuitable for the MLP process; • introduction of target timeframes for both stages of the MLP process (under the previous policy, timeframes were only set for the first stage); • improved transparency - with more detailed summaries to be released during and after an MLP process (while ensuring probity and commercial-in-confidence); and • improvements to the current webpage, and content on current and past MLPs, to make it easier for the public to navigate and access information. <p>Further refinements to the <i>MLP Policy</i> are being made to provide more clarity on the MLP process, and the process for assessing Program and Opportunity Statements. The timeframe for delivery of this work is April 2023.</p>	Complete	DPLH

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
38f	f) considering the use of offsite and modular construction techniques.	Fully supported	Existing WA Government actions fulfil this recommendation. Relevant WA Government agencies take a flexible and innovative approaches to the procurement of buildings and infrastructure, which includes consideration of offsite and modular construction techniques. Decisions regarding the mode of procurement for buildings and infrastructure takes into consideration cost and market capacity.	Complete	DoF
38g	g) establishing a cross-agency infrastructure procurement coordination mechanism.	Fully supported	Existing WA Government actions fulfil this recommendation. DoF's IDU regularly review the schedule of tenders and pipeline of works across Government.	From 2022	DoF
39	<i>Improve project cost management, including:</i>				
39a-b	a) establishing clear standards for setting project delivery time frames and cashflows at a program level b) replacing individual project-based contingency management with a whole of government (or whole of state agency or GTE) based approach.	Partially supported	The WA Government, through Treasury and DoF, is continually working to manage project costs to ensure value for money outcomes for WA. The development of an approach to contingency management which extends beyond the specific risk profile of individual projects is not supported as it does not support sound project budgeting practices. Management of project costs at the whole-of-agency level via budget processes supports improved fiscal management. In this regard, the 2022-23 Budget included a \$350 million provision to address cost escalation, where the impact of this as a result of market forces could be substantiated. For this reason, the WA Government only partially supports this recommendation.	Complete	DoF, Treasury

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
40	<i>Review the potential to use private sector finance and funding sources, including:</i>				
40a	a) investigating asset recycling through divesting suitable assets.	Not supported	The SAMF already requires Business Cases and Project Definition Plans to identify and evaluate potential sources of finance for projects. Asset recycling through divestment of suitable assets is merely one possible financing option and is considered in assessments of funding and investment approaches, on a case-by-case basis. A program of investigation and divestment (which would effectively prioritise this financing option ahead of others) is not required at this point in time.	2025	Treasury
40b	b) developing whole of government principles to inform the prioritisation of state funding contributions where these facilitate strategic private sector investment.	Fully supported	Existing WA Government actions fulfil this recommendation. Opportunities to attract private sector investment are already considered where relevant and appropriate, on a case-by-case basis and in conjunction with development of a proposal's business case.	Complete	Treasury

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
ASSET MANAGEMENT					
41	<i>Improve asset management practices across the public sector, including:</i>				
41a-d	<ul style="list-style-type: none"> a) formalising and funding DoF's role as functional lead for asset management b) progressively expanding the <i>Building Asset Management Framework</i> pilot initiative c) requiring all state agencies and GTEs to develop fit for purpose asset management practices d) undertaking a review within 5 years to assess progress on maintenance outcomes and determine whether additional measures are required. 	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>The WA Government has approved DoF's role as the functional lead for strategic asset management across the general government sector government-owned non-residential building portfolio, and the staged implementation of key asset management principles across the sector. Whilst this program will not apply to GTEs, the requirement for GTEs to develop fit for purpose asset management practices is still supported.</p> <p>A formal review of maintenance outcomes is supported, with the parameters to be agreed with DoF, Treasury and IWA.</p>	Complete	DoF
42	<i>Incentivise improvements in asset management across the public sector by:</i>				
42a-b	<ul style="list-style-type: none"> a) establishing a new budget allocation to implement fit for purpose asset management planning, capability building and systems b) establishing an asset lifecycle investment fund or similar incentive mechanism. 	Partially supported	<p>Further consideration by the WA Government of the merits of this recommendation is needed prior to a government decision.</p> <p>As part of its asset management functional lead role, DoF (in consultation with Treasury and IWA) will assess whether an incentive scheme is required to drive improvements in asset management practice.</p> <p>For this reason, this recommendation is only partially supported.</p>	From 2022	DoF

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
ENERGY					
43	<i>Evolve the Whole of System Plan and ensure implementation actions are transparent by:</i>				
43a-b	<p>a) updating modelling inputs and assumptions in relevant scenarios</p> <p>b) publishing a short-term to medium-term implementation plan for the most likely scenario, which is updated periodically.</p>	Partially supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The Coordinator of Energy is required under the Wholesale Electricity Market (WEM) Rules to develop and deliver a Whole of System Plan (WOSP) at least once every five years. Modelling inputs and assumptions will be updated, including with outputs of a <i>South West Interconnected System Demand Assessment</i> (SWISDA), which is a multi-agency program currently being led by Treasury in recognition of the significant energy transformation underway in WA.</p> <p>The inaugural WOSP was released in 2020, and the next WOSP is scheduled to be delivered by 2025.</p> <p>The WOSP provides transparent information to private participants in the WEM to inform decision-making on future investments. It is not a prediction of the future size or shape of the SWIS with the choice to enter these investments being the responsibility of individual market participants. An implementation plan for the WOSP separate to this information is not required.</p>	From 2022	DMIRS (EPWA)
44	<i>Prepare a North West Interconnected System energy futures report.</i>				
44		Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The recently established Pilbara Independent System Operator is required to oversee system planning for the <i>North West Interconnected System</i> (NWIS). This will be developed at an appropriate time in line with the implementation of the Independent System Operator's roles and functions. The development of the SERS for the electricity sector will also consider this issue and provide inputs into the development of system planning.</p>	From 2022	DMIRS (EPWA)

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
45	<i>Accelerate a dedicated program of energy storage, micro-grids, virtual power plants and standalone power systems.</i>				
45		Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>The WA Government has committed to a range of policy reforms and investments centred on energy system resilience, including:</p> <ul style="list-style-type: none"> • Delivery of the Standalone Power System program by Horizon Power and Western Power. • The <i>Energy Transformation Strategy</i>, which includes review and reform of regulations to provide the framework for, and drive targeted investment in, system reliability and security. • The <i>Distributed Energy Resources Roadmap</i>, which includes investigation into the development and delivery of virtual power plants in the SWIS. 	From 2022	DMIRS (EPWA)

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
46	<i>Ensure the legislative and regulatory framework enables energy outcomes that aligns with broader public policy outcomes by:</i>				
46a-c	<p>a) reviewing and revising legislation, regulations, codes, guidelines and associated decision-making documents and processes to address targets and objectives in a manner that does not unduly disadvantage first or last movers</p> <p>b) reviewing the effectiveness of guidance and assessment for investment proposals</p> <p>c) establishing a policy position on the role of government and the private sector in funding, financing and delivery of enabling infrastructure (consistent with Rec 40).</p>	Partially supported	<p>Existing WA Government actions align with this recommendation. Delivery of the WA Government's <i>Energy Transformation Strategy</i> provides an avenue to review and reform regulation where there is an identified need to do so.</p> <p>This will include consideration of the role of government and private sector in funding, financing and delivery of network infrastructure in relation to each investment opportunity, which will in turn inform the guidance and assessment process for proposals.</p> <p>The SWISDA, led by Treasury in partnership with DPC, EPWA, Western Power and DJTSI, will assess future demand in the SWIS, network augmentation required to support it, and appropriate financing and funding options.</p>	From 2022	DMIRS (EPWA) Treasury (c)

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
47	Support the development of the state's hydrogen industry by:				
47a–e	<p>a) accelerating reform of legislation, standards and policies</p> <p>b) investigating options for stimulating domestic market demand</p> <p>c) investigating the feasibility of a hydrogen refuelling network on key freight routes</p> <p>d) publicly reporting the <i>Western Australian Renewable Hydrogen Roadmap's</i> actions on an annual basis</p> <p>e) investigating the feasibility of and prioritising large-scale hydrogen industry precincts, including:</p> <ol style="list-style-type: none"> conducting detailed projections (consistent with Rec 43a) coordinating activities for development readiness of precincts establishing a clear policy position on the role of government and the private sector in funding, financing and delivering enabling infrastructure (consistent with Rec 43a) developing and implementing a staged program of hydrogen industry enabling infrastructure. 	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>The WA Government will continue to implement the <i>WA Renewable Hydrogen Strategy</i>, which outlines strategic areas of focus for the development of the hydrogen industry in WA. The strategy will include:</p> <ul style="list-style-type: none"> the acceleration of reform, legislation, standards and policies for the industry; ensuring that there are no legislative obstacles to the delivery of hydrogen projects; transport; identification of opportunities for domestic market demand for renewable hydrogen; annual reporting on the development of the renewable hydrogen industry; engaging industry to assist in the development of the renewable hydrogen industry in certain strategic industrial areas throughout WA through measures relating to hydrogen hubs. The expansion study planned for the Pilbara Hydrogen Hub is an example of how this can be conducted for a specific region. The WA Government's recent announcement regarding the allocation of land to renewable hydrogen proponents at the Oakajee Strategic Industrial Area is a further development in this area; contributing to the National Hydrogen Infrastructure Assessment led by the Australian Government; and supporting private industry as relevant. For example, the Renewable Hydrogen Transport Project. 	2025	DTJSI

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
WATER					
48	<i>Modernise legislative, regulatory and planning frameworks for water resources and water services by:</i>				
48a	a) prioritising the development and introduction to Parliament of water resources management legislation.	Fully supported	Existing WA Government actions fulfil this recommendation. The WA Government is currently drafting legislation to implement water resources management in line with the <i>State Climate Policy</i> .	2023	DWER
48b-c; 48e	b) developing, publishing and implementing a 20-year state water strategy c) developing, publishing and implementing 10+ year regional water plans e) clearly articulating water resource needs, drainage and infrastructure requirements in land-use and infrastructure servicing plans (consistent with Rec 26).	Partially supported	The WA Government will clarify and review strategic planning for water resources following the completion of planned reforms to water resources management legislation (as per response to Recommendation 48a). DWER (in collaboration with Water Corporation and other water GTEs) will review the approach to water planning for the State. This will include scoping for future strategic and regional water supply and planning as well as land use and infrastructure service planning (as per response to Recommendation 26). No further action is required at this time.	From 2022	DWER, Water Corporation
48d	d) including provisions in planning and regulatory frameworks that enable investments in alternative water supplies and wastewater systems.	Fully supported	Existing WA Government actions fulfil this recommendation. Current water and planning legislation allow for economically sustainable alternative water supplies, and this will be enhanced by the new water reform legislation currently being drafted. The <i>Planning and Development Act 2005</i> and <i>Western Australian Planning Framework</i> does not restrict the approval of alternative water supplies when assessing planning proposals.	From 2022	DWER

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
49	<i>Support the long-term sustainable use and management of strategic water resources by:</i>				
49a-c	<p>a) reviewing self-supply arrangements for strategic water resources, with the Gnambarra groundwater system as the first priority</p> <p>b) based on outcomes of the review of self-supply arrangements (see Rec 49a), implementing recommended reform measures</p> <p>c) finalising and implementing the Gnambarra groundwater allocation plan.</p>	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>The WA Government published the <i>Gnambarra Groundwater Allocation Plan</i> in June 2022. This policy includes a range of actions, monitoring and assessment recommendations. No further action is required at this time.</p>	From 2022	DWER
50	<i>Manage water demand by:</i>				
50a-b	<p>a) reviewing and implementing the Waterwise Perth: two-year action plan</p> <p>b) developing and implementing plans similar to the Waterwise Perth: two-year action plan for regional areas.</p>	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>DWER has recently released <i>Kep Katitjin – Gabi Kaadadjan</i> (Waterwise Perth Action Plan 2) which has a two-year implementation period. <i>Kep Katitjin – Gabi Kaadadjan</i> is the second action plan in the ten-year journey towards leading waterwise communities in Boorloo (Perth) and Bindjareb (Peel) and builds on the excellent foundation established through the <i>Waterwise Action Plan 2019</i>.</p> <p>DWER will also investigate options for the development of location-specific plans for major urban areas in regional WA.</p>	2024 (a) 2026 (b)	DWER

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
50c-d	c) implementing and introducing expanded water efficiency program d) reducing water consumption through education and improved consumer awareness.	Fully supported	Existing WA Government actions fulfil this recommendation. Water Corporation, Aqwest and Busselton Water currently undertake water efficiency, education and consumer awareness programs as a means to manage water demand. <i>Kep Katitjin – Gabi Kaadadjan (Waterwise Perth Action Plan 2)</i> includes actions to ensure water efficiencies and waterwise design in and around buildings, and to raise awareness of the impacts of climate change aimed at changing water user behaviours.	From 2022	Water GTEs
51	<i>Plan and deliver climate-independent infrastructure that provides fit for purpose and sustainable water services, including:</i>				
51a	a) continuing planning and business case development for an additional desalination plant for the Integrated Water Supply Scheme.	Fully supported	Existing WA Government actions fulfil this recommendation. The WA Government announced and committed funding to the delivery of renewable energy powered 100GL capacity seawater desalination plant at Alkimos in June 2022.	2028	Water Corporation
51b	b) further investigating wastewater recycling opportunities and groundwater replenishment schemes.	Fully supported	Existing WA Government actions fulfil this recommendation. Water Corporation's corporate strategy <i>Thrive 2035</i> has set a goal of ramping up wastewater recycling. This includes a target of 35% of wastewater recycled by 2035.	From 2022	Water GTEs
51c	c) based on needs identified (see Recs 48b and 48c) and subject to business cases, implementing climate-independent water supply solutions in regional communities.	Fully supported	Existing WA Government actions fulfil this recommendation. This is part of the regular business of Water Corporation, Aqwest and Busselton Water.	From 2022	Water GTEs

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
52	<i>Develop a prioritisation framework to guide investment in water infrastructure projects for agriculture and food industries in peri-urban and regional areas.</i>				
52		Fully supported	The WA Government, through DPIRD, will develop a State-wide water for agriculture and food strategic direction, which will consider the specific requirements and needs of the agriculture and food industries. This will in turn lead to the development of a prioritisation framework guidance document and associated paper to guide investment decisions by the WA Government in water infrastructure projects for agriculture and food industries.	2023	DPIRD
53	<i>Undertake an integrated strategic review of water and land-use values in the Jandakot and Gnangara groundwater protection areas.</i>				
53		Fully supported	Existing WA Government actions fulfil this recommendation. The WA Government will continue assessing the long-term land use options for the Jandakot/Treeby groundwater resource. Ongoing work is considering long-term planning for the Perth integrated water supply scheme, analysis of the water and land use values of the Jandakot water protection area, and consideration of potential implications for the future of the Gnangara underground water resource.	2026	DPLH

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
WASTE					
54	<i>Accelerate implementation of the Waste Avoidance and Resource Recovery Strategy 2030, including:</i>				
54a-f	<p>a) prioritising and expediting legislative and regulatory reform including:</p> <ul style="list-style-type: none"> i. reviewing the <i>Waste Avoidance and Resource Recovery Act 2007</i> ii. developing a waste-derived materials framework iii. reviewing the Waste Levy, including rate and application to regional areas iv. reducing Waste Levy avoidance and evasion practices v. implementing the Waste Data Strategy <p>b) preparing a waste-derived materials market development plan</p> <p>c) setting targets in government procurement policies on waste generation, material recovery and reuse and use of products with recycled content</p>	Fully Supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government, through DWER and Waste Authority is implementing the 2022-23 Action Plan and Business Plan in support of the <i>Waste Strategy 2030</i>. These plans are updated annually and allow for the systematic implementation of priority actions to meet the targets in the Waste Strategy.</p> <p>Further, DWER is progressing reforms to WA's waste regulatory framework, including:</p> <ul style="list-style-type: none"> • Legislative reforms, including those to address the effectiveness of levy and the <i>Review of the Waste Avoidance and Recovery Act 2007</i> (released in October 2021); • Implementing the waste levy review; • Developing a recovered materials approval framework; • Implementing a waste levy compliance program; and • Implementing the <i>Waste Data Strategy</i>. <p>The WA Government's <i>Social Procurement Framework</i> brings together policies and priorities into one place to ensure these are at the centre of value for money decision making in public procurement.</p> <p>DWER and the Waste Authority provide a range of supports to regional councils and local governments to promote consistency and best practice in service delivery and continue to collaborate with DLGSC.</p>	From 2022	DWER, DoF

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
	<p>d) presenting a roadmap and time frames for the implementation of waste legislative and regulatory reforms (see Rec 54a), market development (see Recs 54b and 54c), and increasing the use of the Waste Levy funds</p> <p>e) investigating opportunities to improve the way mining and resources sector site waste is regulated and managed</p> <p>f) investigating the potential for more local governments to participate in collective arrangements.</p>				
55	<i>Prioritise the finalisation of a state waste infrastructure plan.</i>				
55		Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>DWER is developing a <i>State Waste Infrastructure Plan</i> as part of the <i>State Waste Strategy</i>. The plan will focus on infrastructure needed to recover material and energy from waste, with consideration of infrastructure needed to protect the environment from the impacts of waste.</p>	From 2022	DWER

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
TRANSPORT					
56	<i>Deliver improved transport system outcomes by:</i>				
56a-b	<p>a) further reforming governance arrangements for the Transport Portfolio</p> <p>b) reforming funding hypothecation legislative arrangements for motor vehicle licence revenue.</p>	Partially supported	<p>Existing WA Government actions fulfil the recommendation for ongoing reform of governance arrangement for the Transport portfolio.</p> <p>Through the Transport Portfolio Governance Council, the Transport Portfolio continually identifies opportunities to improve governance arrangements to drive a strategic, mode-agnostic approach to transport network planning and delivery. This has included the creation of the:</p> <ul style="list-style-type: none"> • Office of Major Transport Infrastructure Delivery to work across the Portfolio to deliver significant Transport investments effectively. • Portfolio Land and Property Services Branch bringing together specialist areas. • Transport Portfolio Aboriginal Engagement Branch to expand and improve the opportunities for Aboriginal people and businesses. <p>The WA Government does not intend to reform the current funding hypothecation legislative arrangements for motor vehicle licence fees. While the intent of the recommendation of being more mode-agnostic is supported, the current legislative arrangements deliver the outcome being sought with funding already being directed to a variety of projects, including METRONET, cycling programs, shared path infrastructure, and continued funding for local governments to support their road networks.</p>	From 2022	Transport Portfolio

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
57	<i>Refresh statewide strategic transport planning, including:</i>				
57a-c	<ul style="list-style-type: none"> a) developing, publishing and implementing a new 20-year regional transport plan b) developing, publishing and implementing a new 20-year Perth and Peel transport plan c) finalising development of the new Perth transport model. 	Partially supported	<p>The <i>Perth and Peel @ 3.5 Million Plan</i> underpins the planning for transport in this region. Further reviews of this strategic land use planning will continue to inform future strategic transport planning and infrastructure investment. Transport planning is perpetual and greater effort is being expended to ensure the necessary collaboration to achieve integrated outcomes.</p> <p>The current <i>Regional Freight Plan</i> provided a foundation for related work but is progressively being superseded by region specific strategies such as the <i>Revitalising Agricultural Region Freight Strategy</i> and the <i>South West Supply Chain Strategy</i>, with consideration given to connectivity between regions. This region-specific approach is favoured due to the ever changing context of each region and the need to economically apply scarce resources.</p> <p>A high level, overarching strategy for port and freight supply chain infrastructure, specifically tailored around funding and investment approaches, and supported by individual commodity specific strategies, is also being progressed over time, in close cooperation with Port Authorities and Treasury.</p> <p>A high-level plan for metropolitan freight will be progressed in due course and finalised following major Westport decisions regarding the proposed new container port in Kwinana.</p> <p>Greater consideration of passenger transport requirements in regional areas is being undertaken by development of a number of regional public transport trials, including the Esperance town bus trial and the Collie to Bunbury TRANSWA bus trial, as well as the Bunbury Faster Rail planning.</p> <p>The new <i>Perth Transport Model</i> is under development and expected to be completed in 2025. This model will further enhance strategic transport planning and investment considerations when it is completed.</p>	2025	Transport Portfolio

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
58	<i>Address the future loss of fuel excise revenue by:</i>				
58a-c	<p>a) working with other jurisdictions to design a fair and nationally compatible alternative to fuel excise for low and zero emission vehicles</p> <p>b) when designing a fuel excise alternative scheme and associated technology, ensuring that:</p> <ul style="list-style-type: none"> the scheme can include vehicle mass, distance, location and time-of-day pricing total road system revenue is maintained at a stable level <p>c) undertaking a review to investigate the merits of location and time-of-day pricing signals being incorporated into a fuel excise alternative.</p>	Partially supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government has been working alongside other jurisdictions on possible responses to the future reduction in fuel excise revenue from the increasing uptake of zero and low emission vehicles (ZLEVs). This work has resulted in a number of jurisdictions either introducing a distance-based charge for light ZLEVs (Victoria) or announcing a future charge (NSW and Tasmania). In all cases the intention is that drivers of such vehicles make a fair contribution to the costs of the roads they use. The WA Government is not pursuing location and time of day pricing signals at this point in time.</p> <p>On 10 May 2022 the WA Government announced its intention to introduce a distance-based charge for light battery electric vehicles (BEVs), light hydrogen vehicles, and light plug-in hybrid electric vehicles (PHEVs). The charge is intended to begin on 1 July 2027. It is proposed that such vehicles pay distance-based rates consistent with the rates in effect or proposed for other Australian jurisdictions (with both rates subject to CPI indexation), being 2.5 cents per km for BEVs and hydrogen vehicles and 2.0 cents per km for PHEVs.</p>	2032	Treasury

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
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59 *Develop and implementing a public transport patronage action plan with a focus on non-build measures.*

		Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>The WA Government will continue to support improving public transport usage through a range of current measures and investments. Examples of these include:</p> <ul style="list-style-type: none"> • introducing a capped fare on all public transport on 1 January 2022, which is designed to improve the utilisation of existing public transport infrastructure. • delivering the METRONET suite of projects which will greatly increase access to public transport by the broader community. • surveying over 4,000 patrons as part of the annual Passenger Satisfaction Monitor. • continually reviewing station access, car park strategy and bus routes, which include consideration of passenger access and engagement. <p>DoT will continue to deliver the <i>Your Move program</i> with a specific focus on schools and workplaces, encouraging people to adopt active and public transport choices to reduce congestion and parking issues, especially around schools. DoT will also partner with local governments to employ Active Travel Officers.</p>	From 2022	Transport Portfolio
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	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
60	<i>Progress targeted expansion and improvement of the road network by:</i>				
60a-f	<p>a) delivering road safety programs in line with <i>Driving change: Road Safety Strategy for Western Australia 2020–2030</i></p> <p>b) delivering regional maintenance and freight productivity programs</p> <p>c) progressing targeted programs expanding the use of technology on arterial roads and trials for dynamic bus prioritisation</p> <p>d) progressing capacity and efficiency upgrades to freeways and major urban highways</p> <p>e) estimating impacts from a range of potential low and zero emissions vehicles and connected and automated vehicle rollout scenarios modelling and sensitivity testing in all major transport project business cases</p> <p>f) investigating the feasibility of these long-term major projects: Orrong Road, EastLink WA, Brand Highway and North West Coastal Highway upgrade and Stock Road tunnel river crossing.</p>	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>Improving the road network is an ongoing priority of the WA Government and the Transport Portfolio, which is highlighted by a range of current and future initiatives, including those in line with the <i>Driving Change: Road Safety Strategy</i>.</p> <p>The WA Government has transferred road maintenance back under MRWA saving money and providing improved regional employment outcomes. In addition, it continues to invest in projects that improve freight productivity across WA, such as the \$36 million towards the Secondary Freight Roads in Mid-West and Great Southern regions.</p> <p>In addition to the high impact safety programs designed to reduce the number of people killed and seriously injured, the WA Government continues to invest in Intelligent Transport Systems on arterial roads. An example is the travel time gantries providing real time information for road users. The WA Government is working on a trial to provide bus priority at traffic lights and will implement a queue jump trial for buses as part of the Armadale Rail Line shutdown, which can be rolled out to other parts of the network if successful.</p> <p>The WA Government is expanding the highly effective Smart Freeway system first used on the Kwinana Freeway through South Perth. Work is underway delivering over \$350 million of upgrades to the Mitchell Freeway which will expand the use of Smart Freeways in Perth. Other targeted upgrades include works on the Swan River Bridges in Fremantle, upgrades to Thomas Road, grade separations at Leach Highway and Welshpool Road and the extension of the Mitchell Freeway to Romeo Road.</p> <p>The WA Government continues to undertake long term planning for the road system to ensure the WA road network meets the needs of industry and the community into the future. This includes investigating the feasibility of long-term projects including West Coast Highway, Scarborough; Canning Highway, Applecross; Orrong Road; the Dongara – Geraldton – Northampton planning study; and the Busselton Outer Bypass.</p>	From 2022	Transport Portfolio

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
61	<i>Plan and invest in the future development of new heavy rail infrastructure, by:</i>				
61a-d	<p>a) investing in high-capacity signalling</p> <p>b) investing in improved station precinct accessibility through public and active transport programs and improving compliance with the <i>Disability Discrimination Act 1992</i> (Cth)</p> <p>c) further investigating the merit and staging of investments in the <i>Rail Growth Plan</i></p> <p>d) investigating the feasibility of these long-term major projects: East Wanneroo Rail Link, Bunbury Faster Rail and Perth metropolitan orbital rail route.</p>	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>This is an ongoing priority of the WA Government and the Transport Portfolio, which is highlighted by the range of current and future initiatives detailed below:</p> <ul style="list-style-type: none"> • Commitment of stage one funding of the high-capacity signalling program of works to upgrade Train Control including funding the new Public Transport Operations Centre (currently being constructed in East Perth) in addition to the network wide signalling upgrade (currently in procurement phase). • Commitment to an ongoing program of works to improve station access and accessibility at bus stops and train stations. • Specific funding commitment to continued planning works with respect to the Bunbury Faster Rail Project as well as the <i>Platform and Signalling Upgrade Program</i>. • Longer term planning is also facilitated by the Public Transport Agency in consultation with other government agencies as part of day-to-day operations. This includes planning for extension of the current public transport network including the Northern Line corridor and any future orbital rail route. <p>The timeframes associated with this initiative have been brought forward to 2022 in recognition that this is an ongoing priority of the WA Government and the Transport Portfolio.</p>	From 2022	Transport Portfolio

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
62	<i>Develop a business case for light rail and/or bus rapid transit as the next stage of major public transport priority investment in Perth.</i>				
62		Partially supported	<p>DoT has completed several formative investigations into mid-tier transit. Broad corridors of need have been identified which can inform further planning. Economic assessment suggests that a business case for light rail is not warranted until the long term.</p> <p>The WA Government has tasked the METRONET Office with leading the transport portfolio to progress planning to recommend projects and improvements that will formally bring the 900 series network up to mid-tier transit levels.</p> <p>The WA Government will continue to iteratively investigate and plan for an integrated mid-tier mass transit solution. Reservation protection will continue to be afforded by the Metropolitan Region Scheme, with amendments made as determined necessary. There will be a particular focus on expanding the 900 series as an interim mid-tier transit solution to complement the METRONET rail investment, with flexibility for changes in the future.</p>	2032	Transport Portfolio
63	<i>Provide enhanced cycling and walking infrastructure by:</i>				
63a-c	<ul style="list-style-type: none"> a) allocating a greater portion of state funding to local government cycling projects b) seeking federal funding contributions for a program of cycling infrastructure priority projects c) requiring application of new safe active transport infrastructure design guidelines for all state and local government projects. 	Fully supported	<p>The WA Government is investing a record \$347 million over the next four years to enhance cycling and walking infrastructure for Western Australians. DoT has also successfully submitted a Stage 1 Infrastructure Australia business case for Perth Active Transport Infrastructure Improvements. This was listed on the Infrastructure Australia Infrastructure Priority List in June 2022. DoT is now developing a Stage 2 business case.</p> <p>The Western Australian Bicycle Network grants enable development and activation of active transport infrastructure for people of all ages and abilities. Safety and connectivity are key outcomes required of these projects.</p>	Complete	Transport Portfolio

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
64	Implement further measures that support the State Electric Vehicle Strategy for Western Australia, including:				
64a-d	<p>a) setting a more ambitious target for the WA Government light vehicle fleet uptake</p> <p>b) accelerating the transition or conversion of other WA Government vehicles to low and zero emissions technology</p> <p>c) expanding the rollout of charging infrastructure on government land and buildings</p> <p>d) supporting the private sector to provide charging infrastructure.</p>	Partially supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government is already making significant investments in support of the <i>State EV Strategy</i> (SEVS), with \$43.5 million invested to boost EV infrastructure around WA.</p> <p>It has established targets for conversion of the WA Government light vehicle fleet to electric vehicles (EVs). Fulfilment of current targets is progressing well in the second year of the program, and organic growth of EVs in the fleet is emerging. At its discretion, the Fleet Steering Committee will review EV targets on prevailing EV market, infrastructure, and regulatory environment.</p> <p>DPLH is preparing a draft policy for electric vehicle charging infrastructure, in support of the SEVS and <i>WA Climate Policy</i>. This will provide guidance to both public and private sector investment in EV charging infrastructure.</p> <p>The Transport portfolio is currently working with Horizon Power to develop road reserve access agreements to allow solar powered electric vehicle charging infrastructure to be installed in road reserves at selected rest areas and parking bays around the State including remote areas.</p> <p>DoT, PTA and MRWA may assist by identifying land and buildings vested in the Minister or the agency that is suitable for hosting charging infrastructure.</p> <p>Additionally, the WA Government announced \$60 million towards the <i>Clean Energy Car Fund</i> in the 2022-23 budget to encourage Western Australians to take up zero emission vehicles through rebates.</p>	2032	DoF, DWER

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
65	<i>Ensure the anticipated future road infrastructure and related technology system requirements of connected and automated vehicles are incorporated in the scope of future transport business cases and strategic planning.</i>				
65		Fully supported	Existing WA Government actions fulfil this recommendation DoT is participating in the development of the national legislative framework to support the introduction of connected and autonomous vehicles, which is being led by the Commonwealth Government. MRWA will play a role in ensuring that future road infrastructure and related technology system requirements, necessary for the introduction of connected and automated vehicles, are incorporated in the scope of future transport business cases and strategic planning.	2032	Transport Portfolio

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
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66 *Complement Westport's preparations for a new container port in Kwinana by conducting further strategic planning, including:*

66a-e	<p>a) refining and monitoring the estimated optimal required timing for Outer Harbour investment and operations</p> <p>b) identifying the future location of non-container trades currently based in the Fremantle Inner Harbour</p> <p>c) optimising the road and rail supply chain servicing the Inner Harbour</p> <p>d) developing a long-term Inner Harbour masterplan</p> <p>e) progressing planning for strategic economic development opportunities in the Western Trade Coast (consistent with Rec 31).</p>	Fully supported	<p>Existing WA Government actions fulfil this recommendation.</p> <p>The WA Government established a Westport Office within DoT to prepare a business case for the new port. This will recommend a high-level design for the new container port and supply chain including associated transport links and intermodal terminals and will consider timing and transition arrangements for the relocation of container trades from Fremantle.</p> <p>A comprehensive program of work to inform the business case is progressing, with consideration of supply chain design options informed by a detailed program of environmental, heritage and technical studies together with comprehensive consultation and collaboration with key stakeholders. The Government will also consider the future location of non-container trades to complement Westport planning.</p> <p>A new container port is one of several key economic development opportunities around Kwinana and Cockburn Sound. Development of port and supply chain options includes collaboration with key industries and other developers to promote integration and realisation of opportunities for the Western Trade Coast.</p> <p>The Global Advanced Industries Hub is centred on the identification of strategic economic development opportunities in the Western Trade Coast, comprising Kwinana Industrial Area, Rockingham Industrial Zone, Australian Marine Complex (AMC), and future Latitude 32 industrial precinct. This will interface directly with planning works for the Westport project.</p>	From 2022	DJTSI, Transport Portfolio
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	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
67	<i>Undertake further planning and staged expansion of common-use infrastructure at the Australian Marine Complex.</i>				
67		Fully supported	Existing WA Government actions align with this recommendation. DJTSI is overseeing the delivery of the <i>AMC Defence Funded Studies Program</i> , which comprises a number of feasibility studies to inform future infrastructure upgrades at the AMC.	2027	DJTSI
68	<i>Support expansion of direct shipping services to the state's north, including:</i>				
68a	a) assessing the viability, costs and benefits of long-term direct shipping and associated infrastructure requirements.	Fully supported	Existing WA Government actions align with this recommendation. The WA Government supports expansion of direct shipping from Port Hedland, including further development of Lumsden Point general cargo facility, subject to the benefits outweighing the costs. As part of the 2022-23 State Budget, the Government allocated \$78 million towards the Lumsden Point development to grow capacity at the Port of Port Hedland – diversifying trade, driving investment and creating local jobs. This first stage of works will include the construction of seawalls and a causeway to connect the wharf and laydown area to the proposed logistics hub. The works will enable dredging of the berth pocket and turning basin and reclamation works to form laydown areas adjacent to the future wharf.	2032	PPA
68b	b) seeking Northern Australia Infrastructure Facility and private funding for any major new port facility required for direct shipping.	Not supported	This recommendation is not supported as drafted. Should new port facilities be developed in connection with direct shipping, these facilities would be multi-user in nature, and operated by the relevant port authority.	2032	PPA

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
68c-d	<p>c) funding relevant port facilities to have appropriate first port of entry infrastructure and systems</p> <p>d) planning for fit for purpose road connections to direct shipping facilities.</p>	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government will deliver upgrades to Great Northern Highway at Lumsden Point, to enable importation of Over Size Over Mass modules, such as wind turbines, needed for significant renewable energy developments in the Pilbara. The WA Government will also continue to explore options for appropriate first port of entry infrastructure to facilitate border control, customs and quarantine requirements, including at Port of Broome.</p> <p>Kimberley Ports Authority (KPA) is working with the Commonwealth Government on approving modified FpoE infrastructure options for Port of Broome to become approved, initially for the receipt of containers followed by cruise passenger disembarkation facilities. A modified business case will be resubmitted to the WA Government once the design is approved.</p>	From 2025	Transport, PPA, KPA

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
69	<i>Support long-term investment decision-making for the state's freight rail network over the remainder of the lease period (consistent with Rec 40b) by:</i>				
69a-b	<p>a) implementing a structured approach to planning and consideration of public contributions towards proposals for expansion of the network</p> <p>b) pursuing further investigations, including for:</p> <ol style="list-style-type: none"> WA Agricultural Supply Chain Improvements Kalgoorlie Rail realignment. 	Fully supported	<p>DoT is considering improvements to the metropolitan freight rail system, including intermodal terminals, that will increase the capacity of the metropolitan freight rail network. Westport's Landside Logistics Opportunity Study has identified intermodal hub options that are being tested through the operational modelling of Westport's Supply Chain Integrated Design project.</p> <p>The <i>Agricultural Supply Chain Improvement (ASCI) program</i> focuses on targeted freight infrastructure upgrades which will optimise supply chain efficiencies, improve road safety and community amenity, and move greater volumes of regional products by rail. ASCI Package 1 covers four streams of work, which is currently underway. This includes:</p> <ul style="list-style-type: none"> Eleven rail siding extensions to be constructed at Moora, Brookton, Cranbrook Broomehill, Avon (Meenaar), Kellerberrin, Dowerin, Konnongorring, Ballidu, Mingenew and Perenjori North which will maximise high grain tonnages transported to ports. The Midland Line upgrade between Carnamah and Mingenew, which will increase the capacity of this rail section to allow heavier trains and a 20 per cent increase in train loads. In the southern Wheatbelt region, investigations are progressing on the recommissioning of sections of the Narrogin-Kulin and Narrogin-Wickepin lines to service grain and other potential customers in the area. <p>The <i>Kalgoorlie Rail realignment project</i> is now being delivered through DPIRD. The WA and Commonwealth governments have contributed \$0.5 million and \$2.0 million respectively to this project.</p>	From 2022	<p>Transport Portfolio</p> <p>Goldfields Esperance Development Commission (69b.ii)</p>

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
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70 *Plan for the long-term potential needs of a new civil aviation and general aviation airport for Perth.*

		Fully supported	Existing WA Government actions align with this recommendation. The WA Government, through DPLH, has commenced investigations to identify suitable sites for a second civil aviation airport (to Perth Airport) and second general aviation airport (to Jandakot Airport).	2032	DPLH
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HOUSING

71 *Improve planning and inform investment for social and affordable housing by:*

71a-b	a) preparing and publishing 10+ year regional housing plans for each WA region b) conducting an initial regional housing plan pilot.	Fully supported	Existing WA Government actions align with this recommendation. Through the <i>Housing Strategy 2020-2030</i> the WA Government will develop a regional and remote housing plan. It is through this approach that consideration will be given to how government develops appropriate plans in regions to ensure that government and other local and Commonwealth entities are addressing the uniqueness of housing markets. Further, DoC consistently monitors and assesses the condition and performance of its social housing portfolio and the effectiveness of affordable housing mechanisms to inform future WA Government investment programs.	2030	DoC
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	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
72	Prioritise further investment in social and affordable housing by:				
72a-e	<p>a) assessing the level of investment required to accelerate <i>All paths lead to a home – WA's 10-year Strategy on Homelessness 2020–2030</i> and accompanying action plan</p> <p>b) undertaking a comprehensive audit of social housing assets</p> <p>c) reviewing social housing growth targets in the <i>WA Housing Strategy 2020–2030</i> and setting revised evidence-based net growth targets</p> <p>d) monitoring and reviewing the effectiveness of affordable housing mechanisms</p> <p>e) developing a sustained social and affordable housing investment program (see Recs 71a and 72c).</p>	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government is committed to continuing to deliver investment in social and affordable housing investment program in line with community need.</p> <p>The 2021-22 State Budget included a record \$875 million social housing investment which will:</p> <ul style="list-style-type: none"> • support the delivery of around 3,300 social housing homes • deliver two Common Ground facilities in East Perth and Mandurah that will provide supported long-term housing for people who are sleeping rough or experiencing chronic homelessness under the Housing First Homelessness Initiative. <p>The WA Government is implementing WA's <i>10 Year Strategy on Homelessness</i>. This includes consideration of type, range, quantity and appropriateness of homelessness services to inform future system design and investment. The WA Government, through DoC, has developed an <i>Action Plan 2020-2025</i> that identifies priority actions that deliver the Strategy to 2025.</p> <p>DoC consistently monitors and assesses the condition and performance of its social housing portfolio and the effectiveness of affordable housing mechanisms to inform future WA Government investment programs and reviews all the actions and targets under the WA Government's <i>Housing Strategy</i> to ensure they remain contemporary and achievable.</p>	2030	DoC

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
73	<i>Enable and diversify social and affordable housing providers and housing choice by:</i>				
73a-c	a) investigating government financing mechanisms b) reforming policy and reviewing existing Community Housing Agreements c) leveraging government land assets and providing financial and yield incentives.	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>Treasury is currently working with DoC to identify alternative financing models for social housing delivery. This includes piloting a Ground Lease model for a build-to-rent social and affordable housing project involving Community Housing Providers, which will consider leveraging government land and any additional government support needed to facilitate private sector involvement. The Housing Diversity Pipeline also involves leveraging of government land to deliver social and affordable housing in partnership with the private and community housing sectors.</p> <p>Investigations into reforming policy and reviewing existing Community Housing Agreements are underway.</p>	2032	DMIRS, DoC
73d	d) facilitating voluntary participation by tenants and owners in longer-term leases.	Not supported	<p>At present, <i>the Residential Tenancies Act 1987</i> does not impose any restrictions with regards to the length of the term for a residential tenancy agreement.</p> <p>The WA Government is working on a review of the <i>Residential Tenancies Act 1987</i>, which is examining options to encourage landlords and tenants to enter into longer contracts.</p>	-	DMIRS

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
74	<i>Respond to the need for affordable and available housing in regional areas by:</i>				
74a-c	<ul style="list-style-type: none"> a) establishing the principles, criteria and models for government housing intervention b) independently reviewing regional officer housing assets and programs across the public sector c) investigating innovative models for implementation of regional officer and key worker housing. 	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government responds, and will continue to respond, to the need for regional housing. The WA Government regularly reviews its portfolio of regional officer and key worker housing against community need to identify and prioritise investment.</p> <p>The WA Government works with local government and industry on an ongoing basis to develop innovative delivery models including Build to Lease, and opportunities for leveraging land holdings.</p>	2023	DoC
75	<i>Improve Aboriginal housing outcomes and enable options for housing infrastructure by:</i>				
75a-c	<ul style="list-style-type: none"> a) ensuring Aboriginal social and affordable housing activities and targets correspond with Target 9 of the <i>National Agreement on Closing the Gap</i> b) delivering sustained investments in Aboriginal housing and capacity building of ACCOs (see Rec 6) c) developing a social impact strategy. 	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government is committed to its <i>Aboriginal Empowerment Strategy</i> and delivery against the <i>National Agreement on Closing the Gap</i> targets including ensuring housing activities and targets align with Closing the Gap Target 9.</p> <p>The 2022-23 State Budget invests \$600 million in initiatives aimed at meeting the <i>National Agreement on Closing the Gap</i> targets and supporting Aboriginal people, including significant funding to build the Aboriginal Community Controlled Organisation sector.</p>	2031	DoC

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
HEALTH					
76	<i>Alleviate demand on hospitals and support budget sustainability by:</i>				
76a-b	<p>a) fast-tracking implementation of the Sustainable Health Review</p> <p>b) providing publicly available progress reporting at least annually on Sustainable Health Review reform outcomes.</p>	Fully supported	<p>Existing WA Government actions align with this recommendation. DoH will continue with the implementation of the Sustainable Health Review (SHR).</p> <p>The SHR Final Report outlined a governance framework and sets out foundational milestones with a staged approach to 2029. Over the next two years, there will be a key focus on the delivery of the SHR recommendations that bolster access to care, digital health, workforce improvements, and funding reforms. Producing equity in health outcomes, prevention and partnerships will be entrenched in all focus areas, laying the foundations for the delivery of the remaining recommendations.</p> <p>DoH will continue to provide publicly available progress reporting.</p>	From 2022 (a); 2029 (b)	DoH

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
77	<i>Address gaps in the health system service and infrastructure planning by:</i>				
77a-e	<p>a) prioritising finalisation of the review of the <i>WA Health Clinical Services Framework 2014–2024</i></p> <p>b) finalising development of the 10-year state health plan</p> <p>c) establishing an agreement for a sustainable funding footprint</p> <p>d) preparing an annually updated system-wide SAP that meets the requirements of the SAMF</p> <p>e) completing a full review of the <i>Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015–2025</i>.</p>	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government will continue existing reforms to health service and infrastructure planning. DoH, Treasury, and other relevant agencies including Health Service Providers will continue to deliver on its existing reform agenda with respect to health service and infrastructure planning. This includes:</p> <ul style="list-style-type: none"> the <i>Review of the WA Health Clinical Services Framework 2014–2024</i>; a State Health Plan; implementation of the SHR (with involvement of Treasury as part of a funding and commissioning reform program); and enhancements to the DoH Strategic Asset Plan. <p>The MHC will continue to implement its Agency Commissioning Plan, which includes a holistic and proactive longer-term plan for services. This includes youth psychosocial support, community-based youth housing, staffed residential services, interaction with the <i>WA Housing Strategy 2020–2030</i>, and establishing other step-up step-down accommodation.</p> <p>DoH, in conjunction with the MHC, will undertake a review of the <i>Mental Health, Alcohol and Other Drug Services Plan</i> in 2024.</p>	From 2022	DoH, MHC
77f	f) assessing options for the private and/or not-for-profit healthcare providers to augment the public health system.	Partially supported	<p>Existing WA Government actions align with this recommendation.</p> <p>DoH regularly engages with Health Service Providers to determine appropriate options for the delivery of safe and quality services. As a matter of course this includes consideration of non-government involvement in provision of health services.</p>	Complete	DoH

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
77g	<p>g) strengthening lifecycle asset management maturity, including:</p> <ul style="list-style-type: none"> i. enhancing the capacity of DoH, MHC and Health Service Providers to undertake system-wide infrastructure planning and prioritisation ii. allocating budget to implement fit for purpose asset management planning and systems (consistent with Rec 42a). 	Fully supported	<p>DoH and WA MHC will continue to engage Health Service Providers on the best approach regarding infrastructure needs and opportunities as part of the model of service consultation and procurement planning. This includes consideration for service co-location.</p> <p>Digital asset management arrangements are already in place under the <i>WA Health Information Security Policy and Digital Strategy 2020-2030</i>. Where there is an identified need, funding will be sought through the development of business cases.</p>	2025	DoH
78	<i>Increase investment in community-based services, including:</i>				
78a	a) rebalancing and accelerating investment towards community-based mental health services and facilities.	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The MHC will continue to implement its <i>Agency Commissioning Plan</i>, which includes a holistic and proactive longer-term plan for services.</p> <p>This includes youth psychosocial support, community-based youth housing, staffed residential services, interaction with the <i>WA Housing Strategy 2020-2030</i>, and establishing other step-up step-down accommodation.</p>	From 2022	MHC

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
78b-d	<p>b) working with the Australian Government to prioritise and expand the role of primary health care in providing integrated, community-based health services</p> <p>c) working with the Australian Government to investigate and invest in innovative models of community-based primary health services and facilities</p> <p>d) expanding application of digital technologies, such as telehealth and remote inpatient monitoring.</p>	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>DoH will continue to engage with the Commonwealth Government on measures to improve access to and flexibility in the provision of health services to all Western Australians.</p>	From 2022	DoH
79	<i>Targeted investment in hospitals to modernise facilities and address capacity gaps, including:</i>				
79a-d	<p>a) developing a roadmap for the planning and redevelopment of Royal Perth Hospital (subject to Rec 77a)</p> <p>b) developing a roadmap for the planning of and future investment in Sir Charles Gairdner Hospital (subject to Rec 77a)</p> <p>c) prioritising investment to continue the services provided at Graylands Hospital and Selby Lodge</p> <p>d) prioritising investment in forensic mental health services.</p>	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>DoH and East Metropolitan Health Service will undertake assessment of future capacity requirements, subject to updated demand and capacity modelling and the <i>Clinical Service Framework</i> in Recommendation 77a.</p> <p>Services will continue at Graylands Hospital and Selby Lodge, until the Graylands Reconfiguration and Forensic Taskforce (GRAFT) recommendations are realised.</p> <p>Following the approval of recommendations of the GRAFT, DoH will consider the future for mental health service provision, including the locations for new in-patient and community services, and forensic mental health.</p>	2025 (a-b) 2032 (c-d)	DoH

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
80	<i>Prioritise and fund digital technology initiatives, identified in the WA Health Digital Strategy 2020–2030, subject to business cases, with the electronic medical records program the priority.</i>				
80		Fully supported	Existing WA Government actions align with this recommendation. DoH will deliver the <i>WA Health Digital Strategy 2020–2030</i> as a requirement under the SHR. This will see a phased 10-year digitisation of the WA health system to empower citizens with greater health information, to enable access to innovative, safe and efficient services; and to improve, promote and protect the health of Western Australians. Health has already established the <i>Electronic Medical Record Program</i> .	2032	DoH
81	<i>Enable the built environment to play a stronger role in addressing the wider determinants of health, including:</i>				
81a	a) aligning strategic planning and infrastructure proposals to the <i>State Public Health Plan for Western Australia</i> and reporting progress against objectives.	Fully supported	Existing WA Government actions align with this recommendation. DoH will work with DPLH, and Treasury to develop a framework for assessment and referral of relevant public health assessments to appropriate subject matter experts within DoH. This will address matters of policy and legislative requirements. DoH is in the process of formulating regulations for Public Health Assessments in WA and intends to liaise with DPLH and DWER to include significant strategic planning and infrastructure proposals as assessable proposals under the new legislation proposed for Public Health Assessment Regulations under the <i>Public Health Act 2016</i> .	2032	DoH
81b	b) finalising regulations required to implement public health assessments for significant strategic planning and infrastructure proposals.	Partially supported	The objectives of finalising regulations required to implement public health assessments for significant strategic planning and infrastructure proposals are supported. However, further investigation by DPLH and DOH is required to confirm how regulation will be used to implement the intent of the recommendation. Public health considerations should continue to be integrated in to planning policy and infrastructure fund assessment rather than applied as an additional assessment process. For these reasons, this part of the recommendation is only partially supported.	2032	DPLH

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
82	<i>Establish health facilities tailored to Aboriginal needs, including:</i>				
82a	a) supporting and funding the development of community-based primary care and allied health facilities.	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>DoH will undertake planning reviews for the development and redevelopment of culturally appropriate care, close to home for residents in rural and remote WA. This includes the transition of clinical services to Aboriginal community-controlled primary care clinics.</p> <p>This approach is already underway in the Kimberley region, following delivery of grant funding to provide clinical services through the Kimberley and Fitzroy Crossing Aboriginal Medical Services, in agreement with the Commonwealth Government.</p>	2024	DoH
82b	b) providing health facilities in Aboriginal communities that are fit for purpose and have access to high-quality digital connectivity.	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>DoH and WA Country Health Service will engage with Aboriginal communities in regional WA to better understand how investment in facilities (including digital) can support the provision of culturally appropriate care and health services.</p> <p>Where there is an identified need funding will be sought through the development of business cases.</p>	2032	DoH

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
83	<i>Co-invest in health and medical life sciences facilities, subject to business cases, including:</i>				
83a	a) establishing local medtech and pharmaceutical manufacturing infrastructure and capabilities.	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government, through DJTSI will continue to implement the <i>Health and Medical Life Sciences Strategy</i>.</p> <p>Establishing local med-tech and pharmaceutical manufacturing infrastructure is central to attract investment and build the capability of WA's health and medical life sciences sector.</p> <p>Common use facilities are critical to facilitate and support research and development, collaboration and commercialisation in the health and medical life sciences sector, which will support diversification of the WA economy.</p>	2026	DJTSI
83b	b) identifying opportunities for the <i>Future Health Research and Innovation Fund</i> to partner with the Australian Government, academia, and the private sector.	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>DoH administers the <i>Future Health Research and Innovation (FHRI) Fund</i> and will continue to proactively engage with the Commonwealth Government, academia, and the private sector, to progress initiatives including health and medical life science facilities that align with the objectives of the FHRI Fund.</p>	Complete	DoH

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
EDUCATION AND TRAINING					
84	<i>Improve school infrastructure planning and delivery by:</i>				
84a-i	<ul style="list-style-type: none"> a) reviewing data formats, sources, accessibility and assumptions for planning school demand in greenfield and infill areas b) applying new software and systems that use new methodologies c) preparing a program-level business case for site acquisition in inner and middle suburbs d) enabling the use of medium rise to high-rise public vertical schools in appropriate locations e) using transportable buildings only as a temporary demand solution, and not where growth is expected to continue f) considering offsite and modular construction (consistent with Rec 38f) 	Partially supported	<p>Existing WA Government actions align with this recommendation.</p> <p>As part of its usual activities, DoE is progressing a number of actions made under this recommendation including a business case for land acquisition in greenfield areas which will be expanded to include inner and middle suburbs, and an investigation into medium-rise and high-rise public schools.</p> <p>DoE uses transportable buildings primarily to manage short to medium term enrolment demand. Transportable buildings may also be deployed when constructing permanent buildings is not practicable or justified (for example, limited lead time for construction or the location is extremely remote). DoE and DoF validate cost and programming associated with the use of transportable buildings on an annual basis. Modular construction is also considered where appropriate, as part of core agency business. Most recently, the WA Government announced a new \$15 million modular build to cater for growing Shenton College enrolments.</p> <p>Other initiatives are more medium term in nature, are unfunded and will be reviewed and progressed subject to business cases. DPLH and DoE take a collaborative approach to the planning and development of school infrastructure across WA.</p>	<p>From 2022 (a-h)</p> <p>By 2032 (i)</p>	DoE, DoF

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
	g) progressively retiring transportable school buildings when they no longer meet requirements h) implementing co-location and shared use with childcare, health and community support services i) allocating budget to implement fit for purpose asset management planning (consistent with Rec 42a).	Partially supported		From 2022 (a–h) By 2032 (i)	DoE, DoF
85	<i>Plan for and invest in future skills and training by:</i>				
85a	a) involving the DTWD, TAFEs and relevant private training organisations when strategies or plans are developed for new or existing industry sectors.	Fully supported	Existing WA Government actions align with this recommendation. WA Government agencies already undertake cross-agency collaboration for the development of new or existing industries where relevant. For example, DTWD and DJTSI are collaborating on mapping skills requirements to support the defence and battery industries.	2024	DTWD
85b	b) establishing a funding program for TAFE training equipment and software and facilitating industry co-contributions.	Partially supported	Existing WA Government actions align with this recommendation, without the need to establish a dedicated funding program for TAFE training equipment and software. The WA Government already funds TAFE training equipment and software. This includes the \$25 million Investing in Modern Equipment for TAFE's program, and \$47.6 million in DTWD's budget for a rolling remedial works program to support TAFE Colleges. An additional asset replacement program is also reflected across the Asset Investment Program for each TAFE College. Proposals for industry contributions to the VET sector are considered on a case-by-case basis as required. For these reasons, this part of the recommendation is only partially supported.	2032	Treasury

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
85c	c) further encouraging apprenticeships and traineeships on public infrastructure projects by expanding the use of group training organisations.	Partially supported	<p>Existing WA Government actions align with this recommendation.</p> <p>DTWD will continue the pilot <i>Group Training Wage Subsidy</i> scheme, to encourage employers to use apprentices and trainees employed by a Group Training Organisation.</p> <p>A decision about the scheme will be made by the WA Government following an evaluation of the pilot.</p> <p>For this reason, this part of the recommendation is only partially supported.</p>	2023	DTWD
85d	d) updating the SAMF's SAP and Business Case guidelines to require \$100M+ projects and programs to consider skills and training.	Partially supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The SAMF references the need for a workforce plan to be developed as part of the quality assurance required for high value, high risk projects.</p>	From 2022	Treasury, IWA

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
ARTS, CULTURE, SPORT AND RECREATION					
86	<i>Develop and publish a 10+ year state arts and culture strategy.</i>				
		Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>DLGSC will develop a 10-year State Arts and Culture Plan. This will articulate the WA Government's values, key priorities, and commitments for the arts and culture sector. The Plan will identify outcomes that culture and arts provide directly to the community, and alignment with policy priorities of the WA Government.</p> <p>A number of industry specific strategies will be aligned with the State Arts and Culture Plan including (but not limited to):</p> <ul style="list-style-type: none"> • Aboriginal Arts and Culture Strategy; • Screen Industry Strategy (currently under development); • Creative Industries Strategy; • Sport and Cultural Infrastructure Strategy; • Regional Arts Strategy; and • Arts and Culture Investment Framework. <p>The State Arts and Culture Plan development will commence in early 2023 and will be led by a working group including representatives from key sector and government stakeholders to fast-track development.</p>	From 2023	DLGSC
87	<i>Ensure access to regional-level sporting infrastructure and inform investment requirements by:</i>				
87a-b	<p>a) identifying gaps in the current provision of regional-level sporting and recreation facilities</p> <p>b) developing and publishing a 10+ year regional-level sporting facilities plan.</p>	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government, through DLGSC, will work with local governments and State sporting associations to identify and plan regional level sporting infrastructure, particularly in the outer metropolitan urban growth areas.</p> <p>Following an assessment of the current provision and future requirements, DLGSC will develop a 10+ regional level sporting facilities plan.</p>	2024	DLGSC

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
88	<i>Increase investment in existing and new infrastructure, including:</i>				
88a	a) delivering an Aboriginal cultural centre in Perth subject to a business case.	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government is delivering the Aboriginal Cultural Centre (ACC).</p> <p>The ACC will have connections to many communities across WA and these connections will be strengthened through ongoing relationships to inform what the ACC should be as well as its content. The strength of culture is on-Country, and the ACC will provide a gateway to these experiences and opportunities.</p>	2028	DLGSC
88b-d	<p>b) improving the capacity and quality of convention and exhibition facilities in the Perth, subject to a business case</p> <p>c) completing planning to redevelop the Perth Convention Precinct</p> <p>d) redeveloping the Perth Cultural Centre to improve civic infrastructure and the public domain, subject to a business case.</p>	Fully supported	<p>The WA Government will consider future planning, development and activation options for the Perth Convention Precinct at a future point in time.</p> <p>The WA Government is investing \$35 million in <i>Perth Cultural Centre Rejuvenation</i>. This project will rejuvenate Perth's Cultural Centre precinct to create vibrant, safe and attractive areas to connect Perth's cultural institutions and the surrounds, delivering improved liveability, cultural and tourism outcomes for the city.</p> <p>The precinct will become a vibrant, connected and welcoming space that supports creation and innovation within the Perth CBD. The project will deliver enhanced lighting and security, open up under-utilised spaces, and create a better environment for families and tourists visiting the area.</p>	From 2024	DLGSC DPLH (88b-c)

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
88e	e) delivering priority capital works proposed in the <i>State Sporting Infrastructure Plan</i> (SSIP) subject to business cases.	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government invests \$2 million per annum in facilities managed by State Sporting Associations for the provision of infrastructure to enable state, national and international competition.</p> <p>Active grants and recent investments include:</p> <ul style="list-style-type: none"> • Sustainability initiative package- \$600,000 investment in 2022/23 across 12 venues for solar, water and energy saving initiatives. • State Equestrian Centre- \$485,000 for installation of synthetic surfaces in their arenas. • State Squash Centre- \$150,000 towards the general improvement of the Belmont Squash Centre to accommodate WA Squash. • Review of SSIP to commence in 2023. <p>Current capital works projects such as the State Football Centre, upgrade works to HBF Park, redevelopment of the WACA ground, and the development of a dryland diving facility as well as planning for a State Hockey Centre, State Tennis Centre, and an integrated cultural and sporting hub are all contemplated in the SSIP.</p>	2032	DLGSC
89	<i>Develop and publish a 10+ year state tourism strategy.</i>				
		Fully supported	The WA Government will develop a <i>State Tourism Strategy</i> for tourism marketing and management in WA for the next ten years.	2024	DJTSI

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
90	<i>Invest in the four jewels in the crown of WA's tourism offering, including:</i>				
90a-c	<ul style="list-style-type: none"> a) preparing destination management plans b) investing in the infrastructure program detailed in the destination management plans subject to a business case c) capturing the wider impacts of investment decisions on tourism-related infrastructure (consistent with Rec 36d). 	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>This includes preparing <i>Destination Management Plans</i> (DMPs) for WA's five tourism regions (i.e., Destination Perth, Australia's South West, Australia's Coral Coast, Australia's Golden Outback and Australia's North West), which commenced in 2021-22. These will inform tourism infrastructure destination planning and activation across WA.</p> <p>The WA Government has also invested \$17.7 million over 4 years for the National Park Tourism Experiences Development program, to encourage private unique accommodation within the State's National Parks and build the density and diversity of tourism experiences servicing and activating the national parks.</p>	2026	DJTSI

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
JUSTICE AND PUBLIC SAFETY					
91	<i>Establish and implement specific cross-agency stretch targets, measures to achieve these targets and publicly reporting progress against these targets each year.</i>				
91		Partially supported	<p>The WA Government is committed to justice-related outcomes and targets to reduce the overrepresentation of Aboriginal adults in prison and young people in detention under the <i>National Agreement on Closing the Gap</i>.</p> <p>There are new <i>National Agreement on Closing the Gap</i> governance structures to ensure a whole-of-government approach to addressing justice-related outcomes including a Justice Partnership Planning Group and a dedicated Partnership Planning Group (PPG 6).</p> <p>WA Government policy programs, such as Target 120 which addresses youth crime, will continue to be subject to project-specific targets and reporting.</p> <p>As these governance structures have reporting pathways to the Closing the Gap Deputies Group and have reporting and accountability mechanisms under the <i>National Agreement such as the WA Jurisdictional Implementation Plan and the National Agreement on Closing the Gap Annual Report</i>, the WA Government considers that additional reporting measures are not necessary as this will divert resources away from existing priorities and result in duplication of program-level reporting.</p> <p>For these reasons, this recommendation is only partially supported.</p>	From 2022	DoJ, WAPOL, DPC

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
92	<i>Improve infrastructure planning with a focus on the interdependencies of police, courts and correctional facilities by:</i>				
92a-b	a) pursuing co-location opportunities with government and non-government providers b) improving alignment and cooperation between DoJ and WAPOL to manage shared assets.	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government supports opportunities to improve the collaboration across the justice system, including non-government service providers.</p> <p>WA Government agencies collaborate on co-locating court and front-line policing facilities, such as WAPOL and DoJ on the Armadale Court and Policy Complex.</p> <p>Management of shared assets is formalised through agreements. This cooperation also occurs with other agencies including DoH and DoC, and with non-government bodies.</p>	Completed	DoJ, WAPOL
92c-d	c) updating and maintaining the <i>Long Term Custodial Infrastructure Plan</i> d) progressing long-term planning for courts and police facilities.	Fully supported	<p>Existing WA Government actions align with this recommendation.</p> <p>The WA Government will update and maintain the <i>Long Term Custodial Infrastructure Plan</i> to reflect current trends and government policies and continue collaboration between DoJ and WAPOL on aligning long-term asset planning.</p>	2024	DoJ, WAPOL

	Recommendation	Level of support	Government actions	Time frame for delivery	Agency
93	<i>Invest in fit for purpose and contemporary infrastructure, including:</i>				
93a	a) replacing the Broome Regional Prison, subject to a business case.	Fully supported	Existing WA Government actions align with this recommendation. It is intended, subject to further stakeholder consultation, that the future Broome Regional Prison will be located at site 29 in the Broome Road Industrial Park. Funding for construction of the new prison will be considered as part of the 2023-24 State Budget process, with expected construction in 2027-28.	2028	DoJ, WAPOL
93b	b) replacing the WA Emergency Management Training Centre, subject to a business case.	Fully supported	Existing WA Government actions align with this recommendation. The WA Government has provided funding of \$2.05 million to develop a business case and undertake project planning for a new emergency services training academy. DFES is currently undertaking a project to investigate options to replace the Emergency Management Training Centre. The project aims to improve the safety of emergency services personnel and the community by providing contemporary, appropriate training facilities. Over time this would be expected to form part of the inputs required to develop a business case for land acquisition and facility built within the planned timeframe for consideration by the WA Government for replacement of the existing facility.	2028	DFES
93c	c) further investigating the phased rollout of the Government Radio Network, subject to a finalised business case.	Fully supported	Existing WA Government actions align with this recommendation. The WA Government, through DoJ and WAPOL, is currently scoping the requirements of all relevant agencies with respect to the Government Radio Network with a view to establishing a cross-government program and developing an associated business case for future investment.	2028	DoJ, WAPOL

An aerial photograph of a desert landscape. A wide, light-colored dirt road with visible tire tracks runs diagonally from the bottom left towards the center. The surrounding terrain is covered with dense, low-lying green and brown scrub vegetation. The lighting is warm, suggesting late afternoon or early morning, with long shadows and a golden glow. The word "GLOSSARY" is overlaid in large, white, bold, sans-serif capital letters across the middle of the image.

GLOSSARY

Shortened forms for WA Government Agencies

DevWA	DevelopmentWA
DFES	Department of Fire and Emergency Services
DJTSI	Department of Jobs, Tourism, Science and Innovation
DLGSC	Department of Local Government, Sport and Cultural Industries
DMIRS	Department of Mines, Industry Regulation and Safety
DoC	Department of Communities
DoE	Department of Education
DoF	Department of Finance
DoH	Department of Health
DoJ	Department of Justice
DoT	Department of Transport
DPC	Department of the Premier and Cabinet
DPIRD	Department of Primary Industries and Regional Development
DPLH	Department of Planning, Lands and Heritage
DTWD	Department of Training and Workforce Development
DWER	Department of Water and Environment Regulation
Energy GTEs	comprises Horizon Power, Synergy and Western Power
EPWA	Energy Policy WA
ERC	Expenditure Review Committee (Cabinet)
Health Service Providers	comprises Child and Adolescent Health Service, East Metropolitan Health Service, North Metropolitan Health Service, South Metropolitan Health Service, WA Country Health Service, Health Support Services, PathWest and Laboratory Medicine WA
IDU	IDU - Infrastructure Delivery Unit (Department of Finance)
IWA	Infrastructure WA

KPA	Kimberley Ports Authority
Main Roads WA / MRWA	Main Roads Western Australia
MHC	Mental Health Commission
PPA	Pilbara Ports Authority
PTA	Public Transport Authority
Regional Development Portfolio	comprises Department of Primary Industries and Regional Development, Kimberley Development Commission, Pilbara Development Commission, Gascoyne Development Commission, Mid West Development Commission, Wheatbelt Development Commission, Peel Development Commission, South West Development Commission, Great Southern Development Commission, Goldfields-Esperance Development Commission, Regional Development Council and WA Regional Development Trust
SWDC	South West Development Commission
Transport Portfolio	comprises Department of Transport, Main Roads WA and Public Transport Authority
Treasury	Department of Treasury
WACHS	WA Country Health Service
WAPC	Western Australian Planning Commission
WAPOL	Western Australia Police Force
WATC	Western Australian Treasury Corporation
Water Corp	Water Corporation
Water GTEs	comprises Aqwest, Busselton Water and Water Corporation

Shortened forms

ACC	Aboriginal Cultural Centre
ACCO	Aboriginal Community Controlled Organisation
ASCI	Agricultural Supply Chain Improvement
AIP	Asset Investment Program
AMC	Australian Marine Complex
BEV	Light battery electric vehicle
CBD	central business district
CHO	community housing organisation
CHSP	community health service provider
CPI	Consumer Price Index
CRF	Climate Risk Framework
Cth	Commonwealth
DMP	Destination Management Plan
EV	Electric vehicle
FHRI	Future Health Research and Innovation Fund
GRAFT	Graylands Reconfiguration and Forensic Taskforce
GROH	Government Regional Officer Housing
GTE	government trading enterprise
MLP	Market Led Proposal policy
NWIS	North West Interconnected System
PCEC	Perth Convention and Exhibition Centre
PHEV	Light plug-in hybrid electric vehicle

SAMF	Strategic Asset Management Framework
SAP	Strategic Asset Plan
SIA	Strategic Industrial Area
SIP	State Infrastructure Program
SIS	State Infrastructure Strategy
SEVS	State Electric Vehicle Strategy
SERS	Sectoral Emissions Reduction Strategies
SHR	Sustainable Health Review
SWIS	South West Interconnected System
SWISDA	SWIS Demand Assessment
VET	Vocational Education and Training
WA	Western Australia
WARDCP	WA Regional Digital Connectivity Program
WARRS 2030	Waste Avoidance and Resource Recovery Strategy 2030
WEM	Wholesale Electricity Market
WOSP	Whole of System Plan

